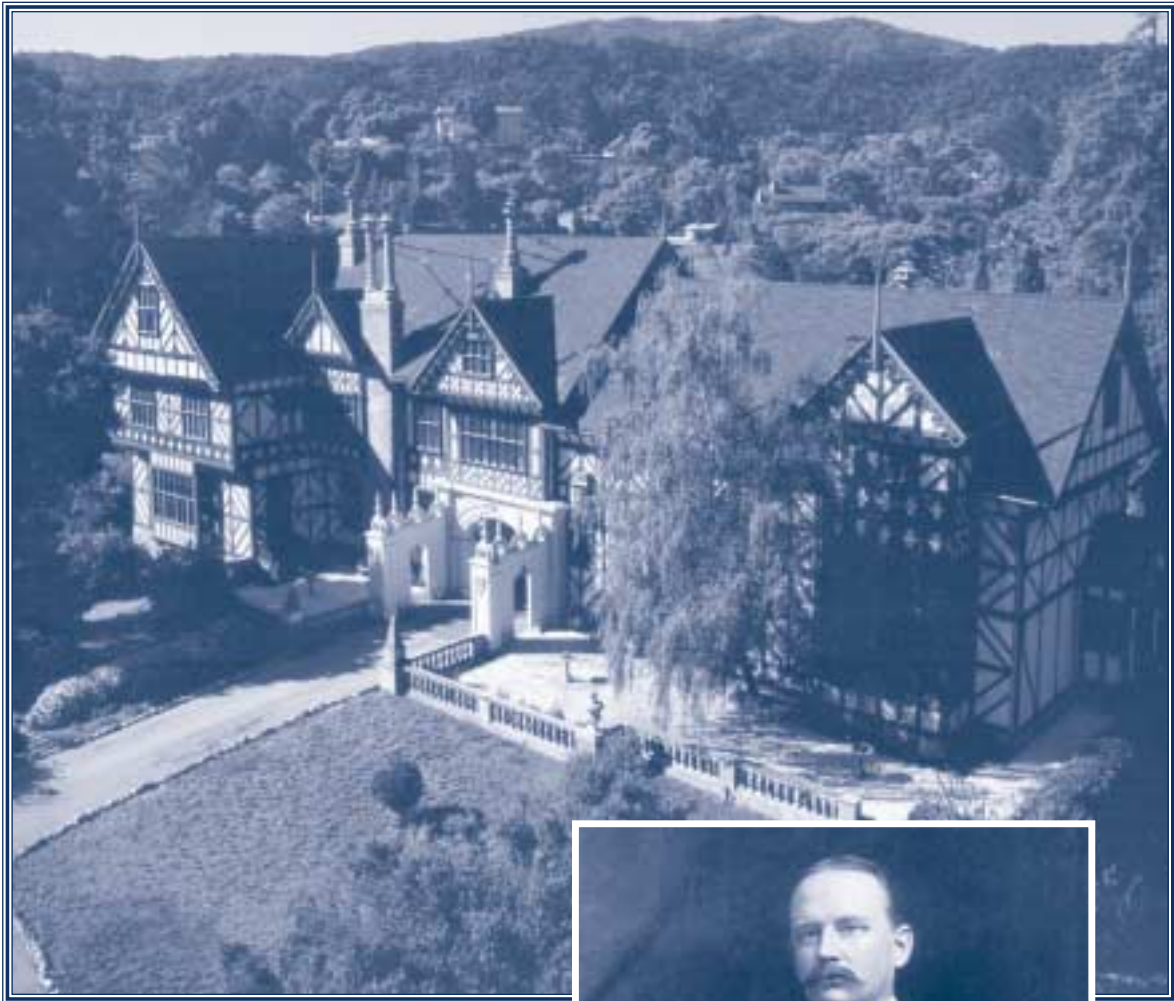


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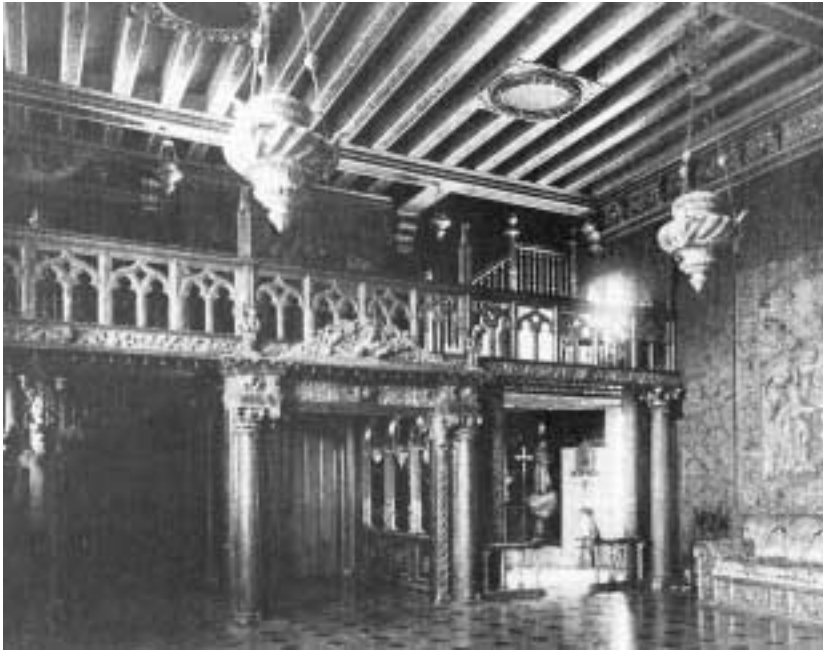
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■ *Stanford Trustee Percy Morgan*



Percy Morgan's elegant home not far from the Stanford campus included a 2,500-square-foot ballroom with elaborate Venetian ceiling (see page 13).

San Francisco businessman Percy T. Morgan (back right) with his father Cosmo and sons Jack (left) and Percy Jr. in 1904.



COVER: *Percy T. Morgan, around the time of his appointment to Stanford's Board of Trustees in 1916. A talented financial manager, he helped develop and reorganize many Western companies but was especially proud of his presidency of the California Wine Association. Morgan built his Lantarnam Hall in the hills of Los Altos in 1914–16. This photo was taken in 1998.*

Percy Tredegar Morgan

1862 - 1920

Portrait of a Stanford Trustee

BY CHRISTOPHER CARLSMITH

Well-connected San Francisco businessman Percy T. Morgan was appointed to the Stanford Board of Trustees in 1916 to help restructure the university's financial management. His brief tenure offers insight into the role of a trustee in the second generation of the university.



The year 1916 was a momentous one on the Stanford campus. The university had entered its second quarter-century with a new president, several new trustees, and an emerging sense of its self-identity. "The trustees regard the next few years as a peculiarly critical period in the history of Stanford," the *Stanford Alumnus* had pointed out late in 1915, "second in fact... only to the time following the death of Senator Stanford... these next few years will determine the ultimate character and enduring purposes of Stanford, its particular field and standing among American universities."¹

Although evidence of Leland and Jane Stanford's legacy was everywhere, the university's new generation of leaders now grasped the reins with a firm hand. Inaugurated as president on January 1, 1916, Ray Lyman Wilbur immediately set out to impose greater discipline upon students, faculty, and the institution and greater coherence on academic curriculum and programs.²

A forceful president, Wilbur was nevertheless guided and influenced by others within the Stanford community, and looked to Stanford's Board of Trustees



Businessman Percy T. Morgan brought financial acumen to the Board of Trustees.

for sound advice. This essay examines the contribution of one member of that portion of the Stanford family, albeit one who is little known and whose involvement with the university was regrettably short-lived.

Percy Morgan served as a Stanford trustee from 1916 to 1920. His brief tenure witnessed fundamental transformations in Stanford's governance, goals, and campus facilities. These changes included the introduction of tuition, distribution requirements, and the quarter system; the reorganization of athletics under the Board of Athletic Control; the opening of a new hospital and a new art gallery; and the construction of Roble Hall, a new university library, and the President's House on the Knoll. I do not wish to suggest

that Morgan played a part in every one of these developments, nor even that he played a leading role in any single project. Nevertheless, his expertise in banking and organizational finance, and keen eye for art and landscape design were critical as Stanford grew rapidly during and after World War I.

Morgan also represented the immigrant's rags-to-riches success story that lay at the foundation of the American dream. Coming as a 19-year-old to the Amer-

ican West in 1881, he used savvy financial skills to become a wealthy and highly respected businessman with a dramatic Tudor revival mansion in what is now Los Altos Hills. Yet an analysis of Percy Morgan's career, and particularly his involvement with Stanford University, reveals more than a triumphalist Stanford anecdote. This brief study opens a window into the world of Stanford's Board of Trustees, that small group of men charged with fiduciary responsibility for the university's assets and with setting its overall policy.³

In many ways Morgan was a typical Stanford trustee: a successful Bay Area businessman selected for his financial acumen and management experience. But in several important ways, he was unlike some of his influential brethren on the board. Morgan appears to have hewed to the conservative wing of the party. Unlike fellow trustee Herbert Hoover, Morgan vehemently supported America's military intervention in Europe's Great War. And unlike Hoover, Morgan had no intention of sending his sons to Stanford but favored its opposite image, Princeton. Although not a major historical figure of the likes of Hoover, Morgan nevertheless represents a vehicle by which we can better understand the role of a Stanford trustee in the "second generation" of the university.

From England to the Wild West

Percy Morgan was born in London in 1862 to a family that included Captain Godfrey Morgan of the gallant "six hundred" celebrated in Alfred Lord Tennyson's "Charge of the Light Brigade." He attended school in Merton, Surrey, into early adolescence, and in 1875 passed Oxford University's junior candidate scholarship examination. Despite high marks, he left school in December 1876 and took a position with the London accounting firm of Turquand, Youngs and Co.; there he was introduced to bookkeeping, auditing, and other business skills. Five years later, he immigrated to the American West on a contract with the Victorine Gold Mining Co. of London. He began as an accountant and bookkeeper at the Kingston Mine in Austin, Nevada, and in October 1882 was promoted to superintendent. Citing ill health, however, he resigned and moved to Colorado, where he continued to refine his financial and management skills with a series of different mining companies.⁴

At the age of 22, Morgan opened his first office in Denver with Englishman William Hanson, offering their services as "Accountants, Auditors, and General Agents." Within a year, Morgan was superintendent of the Republic Mining and Smelting Co. in Cooke City, Montana, where, according to local newspaper accounts, he headed a vigilante committee that successfully

"rid the town of miscreants." Morgan soon after moved to San Francisco, accompanied by Hanson.⁵ Morgan retained an interest in mining and construction, but he moved beyond simple accountancy to help launch a variety of businesses including Nevada Gypsum and Fertilizer Co., Eureka Consolidated Mining Co., the Fireproof Insulating Co., and the Electric Development Corp. Perhaps his most perceptive move came when he became a shareholder and "special auditor" of the Sunset Telephone-Telegraph Co. In 1889, after setting up its accounting system, he joined the board when the company reorganized with Pacific Telephone & Telegraph. Once again he demonstrated his executive ability, earning commendation from the company's directors.⁶

By the age of 30, Percy Morgan was firmly established in the San Francisco business world. His work as a director of the Union Trust Company and the Wells Fargo Nevada National Bank, as well as a member of the Bohemian and Pacific Union clubs, brought him into contact with men who served on Stanford's Board of

UNZELMAN COLLECTION



Young Montana mine superintendent Percy Morgan, seen here around 1885, did not like the intense cold. He moved to Denver and then San Francisco.



Following the 1906 earthquake, Morgan moved the California Wine Association's winery and distribution complex to an extensive new site in Richmond, on the tip of San Pablo Point. Prohibition doomed the facility, which was unused from 1920 to the late 1930s, when the U.S. Navy acquired it for a fuel depot. It is now a National Historic District with 37 of the original 1907-19 buildings intact.

Trustees. (Prominent members of the Pacific Union Club, for example, included board presidents William Mayo Newhall and Timothy Hopkins, and members Leon Sloss, Vanderlyn Stow, William Bourne, and Charles P. Eells.)⁷

Recognizing the potential of the California wine industry from his experience as a director of the Samuel Lachman Estate Co., Morgan and several other businessmen founded the California Wine Association (CWA). He rapidly rose to be president, a position he retained for 15 years.⁸ Under Morgan's leadership, the CWA became the largest wine-producing cooperative in the world; it not only fueled California's growth in the early part of the century but also laid the foundation for the success of viticulture in the Napa and Sonoma Valleys. Morgan convinced major California capitalists such as Isaias Hellman and Henry Huntington to invest in the CWA, thus providing statewide control of the grape industry.

Although Morgan did not have sufficient personal capital to keep pace with the growth of the CWA, and his number of shares declined relative to other wealthy investors, his financial expertise was invaluable to the company. Each year witnessed new records for the number of grapes crushed and the amount of wine bottled. It was precisely his proficiency in banking and strategic planning that would later make him an attractive addition to Stanford's Board of Trustees. Joining Morgan on the CWA board were men who would serve on Stanford's board, such as Vanderlynn Stow and Christian O. G. Miller.⁹

Nowhere was Morgan's executive ability more evident than in the aftermath of the 1906 earthquake. All but one of the CWA's San Francisco wine cellars were destroyed by the subsequent fire, but by drawing upon wine reserves scattered throughout the state and aggres-

sively pursuing insurance companies that owed money to the CWA, Morgan not only met his delivery schedule in 1906 but issued a dividend check to shareholders. Within a year, he established a new facility for wine production, storage, and distribution, "Winehaven," on the eastern shore of San Francisco Bay.¹⁰ He continued to provide inspired leadership to the CWA until fragile health forced him to retire from the position in 1911.

Following his physician's advice, Morgan retired and took his family to Europe for three years. Upon his return in 1914, he constructed a dramatic mansion known as Lantarnam Hall, and filled it with sculpture, paintings, and *objects d'art* acquired during his sojourn abroad (*see story, page 12*).

He also could not resist the temptation to return to the business world. "Mr. Morgan calls himself a retired business man, because on his doctor's orders he did retire in 1911," reported the *Stanford Alumnus*, "but since his return he has been called upon so often to serve on committees and boards where his keen business judgment would be invaluable that he has become one of the busiest men in San Francisco."¹¹ One of these positions was a seat on Stanford's Board of Trustees, in May 1916.

Morgan and the Board of Trustees

What can Morgan's nomination to the board, and his acceptance, tell us about how the board operated? By the time of Morgan's election in 1916, many of the original board members appointed by Leland and Jane Stanford had died, were in failing health, or simply wished to retire. There would be many turnovers in membership between 1910 and 1920. The board was ripe for change, and newer members, like Herbert Hoover, were pushing hard for new approaches.¹²

Morgan replaced Frank Miller, a lifetime trustee who most recently had also served as assistant treasurer.

While the board's official minutes nearly always reflect final consensus rather than debate, its supporting documents reveal diverse perspectives and spirited lobbying among fellow trustees on the topic of selection of fellow members. For example, in an election of 1918, no fewer than 10 candidates were nominated to fill a vacant seat, while 16 names were put forth in 1919. In neither case did these preliminary lists include the ultimately successful candidate.¹³ Percy Morgan's own election re-

UNZELMAN COLLECTION



flected a similar pattern: he was nominated by at least five trustees (board president W. Mayo Newhall, Frank B. Anderson, former president Samuel F. Leib, J. Leroy Nickel, and J. D. Grant, all from the more conservative and older ranks of the board), while his candidacy was challenged by a minority of trustees that included younger members Herbert Hoover and Hoover's good friend Ralph Arnold.¹⁴

Given their fiduciary responsibilities, board members were

typically drawn from the business elite of the greater Bay Area.¹⁵ They included chief executives of important banks, utilities, and businesses. The trustees' correspondence makes clear that they were seeking additional successful businessmen. Trustee Ralph Arnold's telegram of 26 April 1916 makes this point: "Seems to me it [is] all a matter of policy; if financier wanted by majority then Morgan probably best man, if alumnus wanted, Hinsdale best."¹⁶ Although Arnold had Hoover's firm backing for the nomination of Lester Hinsdale of Sacramento, the telegram arrived two days after the trustees had met and offered the position to Morgan. In a June 1917 election, trustee Timothy Hopkins underscored the prevailing philosophy on the board, noting "while some on the board believe that we are weak on the academic side, I believe that our responsibilities as Trustees are business ones and that we must rely upon the President for academic advice."¹⁷ In announcing the election of Morgan in April 1916, the *Stanford Alumnus* reflects this sentiment indirectly by devoting nearly the whole article to Morgan's extensive business experience. Four years later board treasurer Leon Sloss again emphasized Morgan's "unusual skill with figures" and his "long experience with many diverse large business enterprises [that] made it possible for him to render much service in the recent reorganization of the University's business."¹⁸ Thus, in keeping with the trustees' stated preferences, Morgan's financial wisdom was probably the principal reason for his selection to the board.

Additional reasons for Morgan's election and acceptance may include proximity of his Los Altos home,

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Retiring from business in 1911 due to ill health, the 49-year-old Morgan took his family on what would turn out to be a three-year sojourn in Europe. At left, Daisy and Percy Morgan with sons Percy Jr. and Jack in the south of France. Above left, in the Austrian Alps.



Stanford University circa 1918, with the president's new house, the Knoll, visible in the distance behind the Quad, and Roble Hall in front of Lagunita, the "little lake." The Stanford Museum is at lower right, separated since 1906 from its long back wing.

two high-school-age sons, and political jockeying within the board. Trustees were expected to live close to Stanford in order to attend the full meetings of the board as well as frequent subcommittee meetings. Biographer George Nash has observed that Herbert Hoover, despite the enthusiastic support of vice-president John Casper Branner and President David Starr Jordan, had been passed over for a seat on the board in 1908 precisely because he was not at the time a resident of the Bay Area.¹⁹ Ralph Arnold eventually retired on account of his prolonged absences from California, absences dryly noted by board president William Newhall.²⁰ Similarly, Morgan would never have been considered for the position while he was traveling extensively. The presence of Morgan's two teenage sons may have induced him to join the board in the hope that he might have increased influence upon their chances of college admission. Lastly, Morgan's selection may have been spurred by a desire of some trustees to dilute the influence of the Hoover-Wilbur tandem. Although Hoover spent most of 1914 through 1916 in Europe, he remained a powerful figure on the board, especially once his close friend Ray Lyman Wilbur became president. Wilbur did not know Morgan personally. Hoover wanted their old friend and Stanford classmate Lester Hinsdale to be selected for the vacant seat. Morgan's appointment could have been a step to block Hoover and Wilbur from gaining further allies in their campaign to "shake up" the university.

Revitalizing the Museum, Campus Grounds, and University Finances

It is difficult to reconstruct Morgan's contributions in detail. Morgan's papers have not (to my knowledge) been preserved, and board meeting minutes and supporting documents largely reflect the group's formal actions rather than individuals' contributions. Nevertheless, a closer examination of the minutes combined with Wilbur's correspondence with Morgan and other trustees illuminates some of Morgan's efforts in three principal areas: museum, grounds, and finance.

Morgan's first interaction with Wilbur appears to have been in regard to the Stanford Museum. Opened in 1892, both the vast museum building and its collections were badly damaged by the 1906 earthquake. As Mrs. Stanford's personal project, the museum initially was not formally attached to the university's academic program, and had been managed separately by the trustees. In March 1916, Wilbur persuaded the board to transfer responsibility for the museum from the board to the president's office. Wilbur immediately asked its curator, Harry Peterson, to prepare a comprehensive inventory.²¹ Six months later Wilbur asked Morgan to help him with the reorganization of the museum. Morgan's elegant house had just been built and his collection of European furniture and art was well known. Wilbur's blunt letter of September 22 reveals his intentions:

At some convenient time it would be a source of much satisfaction to me if you would be willing to visit the Stanford Museum with me and give me your advice as to the best way to rearrange the collections there and to eliminate objects not valuable or artistic enough for exhibition. The Museum contains many very good things, but the good is not sufficiently separated from the undesirable and unimportant.²²

Morgan's professional training ran to business rather than to aesthetics, but his British background, extensive travels in Europe and on the East Coast, and his elegant house filled with rarities revealed both an ability and interest to assist with the task of refining the university's art collection. He immediately agreed to lend a hand although he downplayed his own ability to organize a museum collection. "I do not pretend to be an expert on Museum objects," he replied but added that the challenge was not only deciding what should be eliminated but to make "what remains so attractive as to induce collectors to add objects to it, in good company." Following in a tradition set by trustees Timothy Hopkins and others, that October Morgan donated 29 presidential inauguration medals from his collection to the museum. A month later he donated "a collection of firearms, consisting of 43 pieces," augmenting Leland Jr.'s notable collection of historic arms and armour.²³

Morgan was not the only person Wilbur had asked to evaluate the museum's collection. Early in 1917, Wilbur also invited three experts to assess the col-

STANFORD UNIVERSITY ARCHIVES



The Stanford Museum around 1920. Earthquake damage inside had long since been cleared away. Wilbur asked Morgan to help evaluate its collections.



Ray Lyman Wilbur at his President's Office desk. A photograph of Herbert Hoover, Wilbur's close friend and dynamic member of the Board of Trustees, is on the top of his desk.

lections in Near Eastern, Chinese and Japanese art. Morgan, however, appears to be the only trustee with whom Wilbur consulted directly. Urging Peterson's retirement, the president subsequently appointed artist, author, and art professor Pedro J. deLemos as the new curator, a post he held for 25 years. DeLemos left behind few records, however, and the precise results of Morgan's analysis of the museum remain unknown.²⁴

Morgan's interest in aesthetics was not confined to the museum. With planning for a new university library underway, that December he forwarded to President Wilbur an article on the decoration of the Multnomah County (Oregon) Public Library Building. Wilbur agreed that "it is certainly very handsome," and promised to send it to the librarian's attention, but added pessimistically that the university did not have much money for the "decorative side" of the new building. As it turned out, the trustees themselves would strip much of the ornamentation from the library's final design by beaux arts architect Arthur Brown Jr.²⁵

In the spring of 1918, President Wilbur again called upon Morgan's aesthetic eye, this time for campus beautification. The Grounds Committee, to which Morgan had been appointed soon after his election to the board, explored various uses of campus land for income purposes (timber and sheep grazing, for example) and generally oversaw landscape design around university buildings and use of the arboretum. In 1918, it also negotiated

William Mayo Newhall, who was president of Stanford's Board of Trustees when Morgan was appointed. Like Morgan, he was a director of several major San Francisco companies, and a member of the exclusive Pacific Union Club.



with the U.S. Army regarding location and construction of barracks, mess halls, and other requirements needed to host thousands of soldiers on the Stanford campus that year.

Wilbur had taken an early interest in campus planning. In 1914, then board president Timothy Hopkins had solicited Olmsted Brothers Associates (successor to Frederick Law Olmsted) to reassess the original Olmsted plan and suggest future landscaping possibilities. Their long list of suggestions, including a football stadium in the foothills, was largely ignored. Soon after his inauguration, Wilbur presented the board with a list of his own recommendations, including suggestions by the botany faculty. John McLaren, landscape designer and director of Golden Gate Park, began advising the university on landscaping.²⁶ It was in this context—"in light of recent work on the arboretum and of new planting around Lake Lagunita and the President's House on the Knoll," as Wilbur put it, that he asked Morgan to review Frederick Law Olmsted's original 1888–89 plan for the university.²⁷ Again, the precise outcome is unclear. Morgan's nearby estate reflected his interest in combining California plants with exotic ones, a pattern the university had followed for some years and it would continue to do so, always limited by the board's ongoing concern for expenditure.

Morgan's most important contribution to the board was his financial acumen. For years, the board had struggled with major financial questions regarding the organization, investment, growth, and allocation of university funds. As Morgan joined the Finance Committee, it was in the midst of debate regarding a shift away from its traditional long-term investments (Stanford estate ranch lands and low-yield railroad bonds) toward more profitable but riskier short-term stock market

investments. In August 1917, the committee discussed shifting funds destined for campus building into a four- to six-month investment in commercial paper. At the urging of committee members, including Morgan, chairman Leon Sloss promptly invested at 4.5 percent.²⁸

In the summer of 1919, Morgan was appointed to a subcommittee charged with placing \$100,000 in "permanent investments." Later that summer, the board chose him to succeed the late Vanderlynn Stow, former business manager, as a director for the Pacific Improvement Co., a major transportation holding company and one of the Stanford family's most important investments.²⁹

Looking back at Morgan's contributions in 1920, President Wilbur alluded to Morgan's financial expertise, and praised Morgan's "unusual knowledge of accounting and of large business problems." Reflecting back on major changes in the university's accounting system and investment strategy, Wilbur noted that "the University has had the benefit of his advice during the recent reorganization of the finances."³⁰ No doubt Morgan also participated in 1919 discussions regarding the 1920 introduction of tuition and the relocation of the Business Office from San Francisco to the campus.

The board's decision in 1919 to sell off much of the Stanford estate's ranch properties elsewhere in California in order to consolidate its holdings and to increase its revenue stream closely resembled the advice Morgan had provided to the California Wine Association in the aftermath of the 1906 earthquake.³¹ Morgan was not one of the three members of the Ranch Subcommittee, which had been studying the issue of land liquidation for almost a decade. It may thus be a coincidence that decisions to sell properties occurred on Morgan's watch, but his prior experience suggests he would have encouraged such action. Similar conclusions can be drawn about the board's decision in 1919 to separate the endowment trust from the operating funds.

Elitism versus Egalitarianism

Given Percy Morgan's success as a capitalist and financier, it is not surprising that he held strong views on economic and related social issues. Although technically "retired," Morgan worked assiduously for the General Petroleum Corp. (whose board also included Stanford trustees Herbert Hoover, J. D. Grant, and Leon Sloss) and traveled regularly to New York City and Washington, D.C., to lobby for the railroad and oil industries.³² His correspondence with President Wilbur is sprinkled with comments about the folly of coddling labor unions and the misguided attempts to limit "war profiteering." In July 1917, Morgan wrote to Wilbur (then working on food conservation for Herbert Hoover's U.S. Food

Administration program) that raising money for the war effort should not be difficult with one exception: “the only difficulty will be with the petted and pampered servant class. In my house I know they ‘kick’ if they don’t get meat 3 times a day—but I intend to cut down the *style* and number, and for those who won’t comply, [they can] *walk*.”³³

The clearest expression of Morgan’s distaste for the working classes was a furious diatribe in September 1917 against a photoplay called “The Food Gamblers.” This cinematic drama, shown at the Strand Theater in San Francisco, attacked wealthy industrialists. As the advertisement claimed the play was “endorsed by Herbert Hoover,” Morgan felt obligated to advise Wilbur of its content:

*I was attracted to the theatre at which this play was being presented by the enclosed advertisement in the daily papers—“endorsed by Herbert Hoover.” As the play developed my astonishment and indignation increased with each episode. You probably have informed yourself by now regarding the details of the play. No more flaming and insidious invitation to insurrection and anarchy to correct largely imaginary conditions could possibly have been conceived, and I feel in common with a great many others that if such propaganda is truthfully labeled—which of course we cannot perceive to be possible—the sooner we quit the struggle and realize whatever we can from our possessions and bury the proceeds somewhere in the ground where we can take out dollar for dollar as we require it for food, the better it will be for us.*³⁴

Like many of the trustees, including Hoover, Morgan had taken advantage of opportunities in the West to earn his fortune, and he had little patience with others who were not willing, in his view, to work hard and do likewise. Although Mor-

gan shared with President Wilbur a belief that the American West offered “a young country of faraway skies, great mountains, [and] wonderful valleys” in which government, education, and business could all be enhanced, Morgan’s overt elitism contrasted sharply with the democratic ideals and pragmatic egalitarianism espoused by Wilbur, Hoover, and by Stanford University.³⁵

President Wilbur made it clear from the outset of his term that he favored an equal playing field for all students. He forbade freshman hazing; he monitored fraternity behavior closely, not only to identify social inequities but to enforce stricter academic and financial accountability. Wilbur’s attitude echoed that of Herbert Hoover, who in 1912 had warned of the necessity “to inoculate against the bacillus of social inequality” sweeping through schools in the East. Both Wilbur and Hoover, as Stanford alumni, prided themselves in being products of an institution whose founders had championed the idea that a “modern” education must offer equality of opportunity to individuals of talent and character, regardless of inherited wealth. The university, Wilbur said, “must have high standards to prevent waste of its time on the incompetent, the idler, and the trifler.”³⁶

Percy Morgan had a different concept of the value of higher education, at least with regard to his own sons. Only weeks after joining the Stanford board in 1916, Morgan encouraged his eldest son Percy to apply to Harvard. The reasons behind this particular decision remain unclear. The three-year sabbatical in Europe (1911-14) had doubtless encouraged Percy Jr. to adopt a wider worldview and to look beyond California. More likely, it was the result of his privileged upbringing. His mother, the former Fanny Babbitt “Daisy” Ainsworth, had grown up in her father’s opulent Oakland home. An Ivy League education would be a fitting destination for her two boys. (Percy Jr. had attended the Potter School in San Francisco, founded by a former master from Noble

UNZELMAN COLLECTION



Percy Morgan Jr., seen here with his parents in Venice around 1911. His father hoped to send him to Harvard, but had to settle for Princeton. The family never considered Stanford.

and Greenough School in Massachusetts. Percy's younger brother, John Ainsworth (Jack) Morgan, had attended Institut Sellig in Vevey, Switzerland, and was then attending Phillips Exeter Academy in New Hampshire.)³⁷ Morgan Sr., once destined for Oxford, may simply have felt that 25-year-old rough-and-tumble Stanford could hardly offer the intellectual training and social polish he desired for his son.

Whatever his father's motivation, Percy Jr. moved to Cambridge in the early summer of 1916 to take Harvard's required entrance exams. His performance was poor, however (it appears that he earned only one grade higher than a D in mathematics), and he was denied admission. The outcome must have been a shock to the Morgan family; Percy Sr. immediately hired a tutor in Cambridge for young Percy (William Nolen), and wasted no time in appealing to Stanford's President Wilbur.³⁸

In early September, Wilbur and Morgan each petitioned William Thomas, president of the Harvard Club of San Francisco.³⁹ Thomas immediately sent a telegram to Professor John Goddard Hart, secretary of the Faculty of Arts and Sciences and chair of the Admissions Committee, who met with Percy Morgan Jr. in Cambridge within a week. As a result, young Percy was permitted to retake some of his examinations in September. Thomas also wrote to the secretary of the Harvard Alumni Association, Roger Pierce, asking him to "look up young Morgan and see what [he] can do for him." In letters to his father and to President Wilbur, Percy Jr. promised to study diligently and announced his intention to "try to put one over on the 'lord' this time."⁴⁰

Apparently uninformed about the details of Percy Jr.'s exam results, President Wilbur sent a telegram to his counterpart at Harvard, inquiring gently whether there might be a way for Percy Jr. to be admitted under special circumstances:

*Mr. Percy Morgan member of the Trustees of Stanford University is very anxious to have his son Percy Morgan Junior enter Harvard. He is a fine young man but seems to lack half a point of the required subjects. I do not know your regulations but would consider it worthwhile if you could kindly see whether he is worthy of being admitted with a condition.*⁴¹

In reply, Harvard's President A. Lawrence Lowell sent a brusque telegram: "Difficulty with Percy Morgan Junior is not number of points but grades in examinations which are low." A few days later, Lowell sent a follow-up letter in which he explained his decision more fully.⁴² Both Lowell and Wilbur understood the importance of special consideration for the sons of influential trustees, and Lowell sympathized with Morgan's

predicament, but he left no doubt about the disposition of the case:

In order to enter Harvard College to-day we require not only the passing of examinations in a certain number of subjects, but that a definite proportion of the grades received shall be above the minimum passing mark. Percy Morgan, Jr., has received a passing mark in enough subjects to have admitted him with a condition, but he has not received the grades necessary to admit him. For this purpose he has received only one-half point above D, and he requires four or more. You will see that his work is of an extremely unsatisfactory character, and really nowhere near the passing line. I am extremely sorry for his father, because I know how I should feel if I had a boy who failed his examinations; and I suppose it is just as bad for the father whether the son fails through his own fault or not. But I know you will recognize, and so will Mr. Morgan, that we have to adhere to our standards, which are really none too high.

Undeterred by this rejection, and mindful that the academic year was commencing, Percy Morgan Sr. prevailed upon President Wilbur to send a telegram to John Grier Hibben, president of Princeton University. On October 2, Wilbur wrote that Percy Jr. was "a young man of excellent character and earnest endeavor," while tactfully refraining from any mention of his academic credentials. Within a week, Percy Jr. met with the president and was admitted to Princeton.⁴³ Both father and son wrote letters of appreciation to Wilbur, in which they described their certainty that Princeton was an excellent choice.⁴⁴ Percy's father noted that "Percy will be happier at Princeton than at Harvard [for] it is more *human*." Following his father's lead, on October 17 Percy Jr. wrote:

I have grown to like Princeton already more than I ever expected to like Harvard. President Hibben is a delightful man. I was very glad to have the chance of meeting him personally, and after talking with him for a few minutes, I was certain that I wanted to go to Princeton for he seemed to impart the spirit of the college and I felt sure that under the guidance of such a man, Princeton was an ideal college. As for the buildings and the surrounding country, I cannot imagine a more perfect place for a college career, nor a more favorable locality in which a western fellow might meet a representative class of the best eastern fellows.

The closing line of Percy Jr.'s letter suggests that

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Current owners Kelly and Christina Porter have extensively renovated Lantarnam Hall, now called Stonebrook Court, and landscaped its entry in a more formal manner.

Percy Morgan's Elegant Lantarnam Hall

PORTER COLLECTION

Percy Morgan's residence, Lantarnam Hall (later called Morgan Manor and now known as Stonebrook Court), is considered one of the Bay Area's best examples of Tudor-Jacobean revival architecture. It has also been praised for the excellence of its architectural design and quality of local workmanship.

Percy and Daisy Morgan initially lived in San Francisco, but within a few years after their 1894 marriage they purchased 132 acres in the hills of Los Altos, 7 miles from Stanford, as a country retreat. (Foothill College, Highway 280, and houses now cover much of the acreage). In addition to the Morgans' lavish residence, the ranch included prune orchards, a carriage house, stable, and numerous cottages.

Mr. and Mrs. John Ford, founders of the Ford Country Day School, on the grand staircase of the main entry hall during the mansion's use as a private school.

Designed by Bay Area architect John H. Powers in 1914, the house was completed around 1916 at a cost of \$400,000. The project became something of a family affair, as Morgan's parents, Cosmo and Laura Morgan, served as resident project managers and helped pick out architectural elements. The 11,000-square-foot half-timbered mansion was patterned after Speke Hall, an Elizabethan manor house built in 1589 in Lancashire, England. The house also incorporates Tudor and Jacobean design elements and architectural artifacts from throughout England purchased by Morgan.

The name Lantarnam (spelled as "Llantarnam" in Welsh) is apparently a reference to the village of Llantarnam and Llantarnam Hall in the south of the Wales, thought to be connected to Percy Morgan's Welsh ancestry.

The two-and-a-half story structure features a ballroom (or great hall), a small chapel, a library, some 2-dozen additional rooms, and a dozen fireplaces. The terrace balustrades are adorned with urns and obelisks acquired from the English manor house of Richard Brinsley Sheridan, the 18th-century Irish playwright and politician.

The interior reflects a more eclectic approach. Morgan furnished it with paintings, sculpture, furniture, and *object d'arts* collected during his family's three-year sojourn in Europe (1911–14). Interior spaces are rich in woodcarving and paneling typical of the High



Renaissance. Most unusual is the 2,500-square-foot hall or ballroom, located in the north wing of the house. With its high, gilded ceiling, large gothic windows, and red damask wallpaper, this elegant space was designed to resemble the *piano nobile*, the noble floor or great reception hall of an Italian palace. The ceiling includes coats-of-arms of notable Venetian families, a dozen oil paintings on canvas in elaborate gilded frames set into the ceiling, and three large wood shields with still more family crests and ducal paraphernalia. The ceiling is not 16th century nor from the Grimani Palace in Venice, as some have proposed, but may in fact have been constructed in Venice for a 19th-century nobleman or for Morgan himself.

Historic elements were joined with modern construction techniques, as Morgan insisted that the concrete foundation be constructed to withstand earthquakes. Not long after it was built, photographs of this elegant house were published in the architectural journals *Architect* (1918) and *Architect and Engineer* (1920).

Following Morgan's tragic death, his wife abandoned the house. It was purchased in 1929 by flamboyant restaurateurs Gerald and Gypsy Buys, whose petition to turn it into a private club was turned down by the local town council. In 1933, the Buys turned down an offer from Depression-era religious celebrity Father Divine, who hoped to establish headquarters for his religious movement,



Three classmates dressed for a drama production at the school sit on the low wall that separates the ballroom entrance from the small chapel behind them.

"Peace, It's Wonderful," on the property. They then nearly sold the estate to notorious madam Belle Silver, whose \$200,000 bad check for its purchase landed her in jail.

In 1952, John Carter Ford purchased the house, which had suffered years of neglect and vandalism. It served as Ford Country Day School for more than three decades. In 1988, it reverted to private ownership.

Kelly and Christina Porter purchased the property in 1999 and soon began an extensive restoration that is due to be finished this spring. The Porters have replaced about half the exterior plaster and a third of the wood. Several chimneys have been rebuilt and all chimney pots replaced. In some rooms, walls were taken down to the studs and rebuilt.

The family dogs—golden retriever Percy and yellow lab Daisy—are named after the original owners.

Today, as Stonebrook Court, the house is listed on the National Register of Historic Places, as well as California's register.

—Chris Carlsmith

SOURCES

Architect (August 1918): plates 13-16; *The Architect and Engineer* [California], 61, no. 2 (May 1920): 83-87. Kelly Porter graciously provided the author with materials prepared by Bonnie L. Bamburg of San Jose in 1985, and by Page and Turnbull of San Francisco in 1999, on the architectural history of the house. See also www.stonebrookcourt.com.

PORTER COLLECTION



The ornate Venetian ceiling of the great room or ballroom (seen above in the 1990s) was thought to have been from the Grimani Palace in Venice, but more likely is a 19th-century replica purchased by Morgan in Italy.

CHRIS CARLSMITH



the *social* aspects of attending college may have been uppermost in his mind. His lackluster transcript further reinforces this view. His academic career was brief and undistinguished. In the fall of 1916 he was in the bottom 5 percent of his class. He remained at Princeton for less than a year before enrolling with his younger brother in the Princeton Aviation Corps and the U.S. Air Service Signal Corps.⁴⁵ Younger brother Jack, on the other hand, flourished at Princeton. Returning after the war, he graduated with his class in 1921 and distinguished himself as a highly decorated soldier in two wars, and as a published novelist, Hollywood screenwriter, and entrepreneurial businessman.⁴⁶

The Morgans' acceptance of the Princeton alternative is an important clue to Percy Sr.'s values. At this time Princeton was regarded as one of America's most elitist colleges; indeed, Stanford's Chancellor David Starr Jordan referred to it as "the most reactionary university in America" and warned that Leland Stanford would "turn over in his grave" if Stanford adopted Princeton's social attitudes. Herbert Hoover similarly dismissed Princeton in 1915 during a Stanford presidential search when he bitterly criticized a candidate from Princeton's faculty as a "social fop" and wrote that he "would be willing to take three years out of my life and throw them away... rather than see some loud-mouthed Princetown [sic] professor put in the position."⁴⁷ Morgan was clearly at odds with some of Stanford's most influential men. While documents fail to prove that this difference of opinion affected Morgan's place on the board, we are left to wonder how President Wilbur—a highly moralistic man with clear views about academic rigor and strong personal loyalties to Stanford—must have reacted when asked to intervene with Ivy League university presidents on behalf of a trustee's academically lackluster child.

Tragic End

Percy Morgan's service to Stanford University ended unexpectedly on the evening of 16 April 1920. He had complained occasionally to President Wilbur of feeling "poorly" in 1917 and 1918, but attributed it to food poisoning or excessive transcontinental travel. Increasingly despondent over a February 1920 automobile accident that had left him crippled for two months, and fearing that he might never walk again, Morgan committed suicide with a shotgun in the library of his Los Altos estate.⁴⁸

Morgan, although no longer formally affiliated with the California Wine Association, must have also been deeply concerned about the enforcement of Prohi-

bition, which took effect nationally in January 1919. The Eighteenth Amendment would devastate the California wine industry by prohibiting the manufacture, sale, and transportation of liquor. Although California resisted the Volstead Act for several years through local referendums, eventually it, too, succumbed, resulting in the closure of nearly all of its wineries. Despite significant accomplishments on behalf of Stanford and other companies for which he worked, the CWA had been the crowning glory of Morgan's career. Depressed by his physical impairment, the impending demise of the CWA must surely have hit him hard.

Today Percy Morgan's career and reputation remain shrouded in history. No statues or memorial tablets are inscribed with his likeness or name, although a brief memorial resolution adopted by the Board of Trustees praised Morgan for this financial knowledge, personal charm, unusual geniality, and unselfish devotion.⁴⁹ Perhaps his greatest monument is the spectacular house that he built in the hills of Los Altos. It has passed through a series of owners, with many of its possessions and records widely scattered.

Even so, Percy Morgan exemplifies California's many entrepreneurs who worked diligently in their chosen professions and provided the impetus for U.S. economic growth and expansion, nationally and internationally, at the turn of the century. His efforts to win a place for young Percy at an Ivy League university reflect not only his own background but Stanford's still-tenuous place in the ranks of American universities. Nevertheless, his philanthropic service to Stanford, combining his hard-headed economics with an appreciation of the arts and higher education generally, were important contributions to 20th century California. Thus, as trustee and businessman, Percy T. Morgan deserves a place in the history of Stanford University. ♣

Christopher Carlsmith's roots at Stanford run deep: his great-grandparents were class of 1893 and 1895, and his parents (both alumni) taught in the Psychology Department for many years. Christopher earned an A.B. in history on The Farm, a Ph.D. at University of Virginia in 1999, and held a postdoc at Stanford in 2001. He now teaches early modern European history at the University of Massachusetts–Lowell near Boston.

Special thanks to Gail Unzelman of Santa Rosa and to Kelly and Christina Porter of Los Altos Hills. Thanks also to Stanford Archivist Maggie Kimball and to Nancy Shater of Princeton's Seeley Mudd Library.

ENDNOTES

- ¹ *Stanford Alumnus* October 1915, editorial quoted in *The Memoirs of Ray Lyman Wilbur, 1875–1949*, ed. Edgar Eugene Robinson and Paul Carroll Edwards (Stanford: Stanford University Press, 1960): 224.
- ² Margo Davis and Roxanne Nilan, *The Stanford Album: A Photographic history, 1885–1945* (Stanford: Stanford University Press, 1989): 159–160.
- ³ Few studies of Stanford’s trustees exist. Particularly useful is George Nash, *Herbert Hoover and Stanford University* (Stanford: Hoover Institution Press, 1987). See also Orrin Leslie Elliott, *Stanford University: The First Twenty-Five Years* (Stanford: Stanford University Press, 1937), Part VI, 453–568; J. Pearce Mitchell, *Stanford University 1916–1941* (Stanford: Stanford University Press, 1958), Chapt. 3; and Isaac Stein, “What is Past is Prologue: The First Twenty-Five Years of the Board of Trustees, *Sandstone & Tile* 25, no. 2 (Spring-Summer 2001): 17–23.
- ⁴ Biographical information from the *Daily Palo Alto Times* (16 April 1920) and the *San Francisco Chronicle* (17 April 1920); both draw on an earlier article about his appointment to the board in *The Stanford Alumnus* XVII, no. 8 (April 1916): 297–98. See also Ernest P. Peninou and Gail P. Unzelman, *The California Wine Association and its Member Wineries, 1894–1920* (Santa Rosa, Calif.: Nomis Press, 2000): 34–37, 106–114; and Florence Fava, *Los Altos Hills, the Colorful Story* (Woodside, Calif.: Gilbert Richards Productions, 1976): 98–100. Gail Unzelman generously allowed me to consult the Morgan family scrapbook she had unearthed in Berkeley in the late 1980s, from which I have drawn additional information.
- ⁵ Peninou and Unzelman: 34. Hanson and Morgan continued to work together for years, including a decade (1901–1911) on the CWA Board, with Morgan as president and Hanson as secretary and general manager. Peninou and Unzelman: 364–67.
- ⁶ *Oakland Tribune*, 10 Jan. 1899, cited in Peninou and Unzelman, 36. *Preamble and Resolution presented...by the Boards of Directors of the Pacific Telephone-Telegraph Company/Sunset Telephone-Telegraph Company*, 1895, Morgan family scrapbook.
- ⁷ *San Francisco Examiner*, April 17, 1920.
- ⁸ *Ibid.*
- ⁹ Stow joined the CWA Board in 1919 but died the same year; Miller was on the CWA Board from 1911–16.
- ¹⁰ Peninou and Unzelman, 103–106.
- ¹¹ *Stanford Alumnus*, vol. XVII/8 (April 1916): 297–298.
- ¹² “The pot was beginning to boil,” writes George Nash, “and Hoover was stirring it.” Nash, 33.
- ¹³ Supporting documents, 31 May 1918, regarding election of Selah Chamberlain, and 28 March 1919, regarding election of T.T.C. Gregory, Trustees Supporting Documents, SC27, these and all other archival records cited are from the Stanford University Archives, Dept. of Special Collections, Stanford University Libraries.
- ¹⁴ Telegram from Ralph Arnold to Charles Eells, 26 April 1917, SC27, box 12, folder 5; see also Vanderlynn Stow’s response to Arnold, 29 April 1917.
- ¹⁵ See Nash: 27, 32.
- ¹⁶ See note 13.
- ¹⁷ Hopkins to [trustees], 18 May 1917, SC27, box 13, folder 1.
- ¹⁸ “Trustees, Individual,” undated typescript quoting Leon Sloss, in Ray Lyman Wilbur Presidential Papers, SC64A, box 44, folder 8, SUA. This quotation also appears in the obituary notices of 16–17 April 1920, cited above.
- ¹⁹ Hoover established residence at Stanford in a succession of rented houses, and was elected to the board in October 1912. He remained on the board for nearly a half-century despite the fact that he lived much of the time in Washington D.C. and New York. Hoover had offered to resign in 1916 when he left to head the Belgian Relief Commission, but the trustees refused to consider his letter. Nash: 27, 32.
- ²⁰ Newhall to Stow, [1 August 1916?], SC27, box 12, folder 8, noting that Arnold had missed 8 out of 18 full board meetings and 13 of 18 subcommittee meetings, “for which he was specially elected to give his attention to.” By comparison, Morgan missed 19 of 50 board meetings.
- ²¹ Mitchell: 4–5. Although Peterson was not professionally trained, he did an admirable job in cataloging 28,200 objects. For details on Peterson and the museum’s history, see Carol M. Osborne, *Museum Builders in the West: The Stanfords as Collectors and Patrons of Art, 1870–1906* (Stanford: Stanford University Museum of Art, 1986). See also Harry C. Peterson Papers, SC 107.
- ²² Wilbur to Morgan, 22 Sept. 1916, SC64A (1915–17), box 14, folder 8, “Morgan, Percy T.” The board had had a museum committee, but Vanderlynn Stow suggested it be abolished once the museum was placed under the aegis of the President’s Office: Stow to Newhall, 1 Feb. 1917, SC27, box 12, folder 17.
- ²³ Morgan to Wilbur (23 Sept. 1916). SC64B, Box 50, “Morgan, Percy T.” (hereafter SC64B); Wilbur to Morgan, 5 Oct. 1917, SC64A (1917–18), box 25, folder 8, “Trustees, Individual,” Minutes of the Board of Trustees, #1010, 7 December 1917: 6. Hopkins gave numerous European paintings and Egyptian artifacts, T.W. Stanford donated an extensive collection of Australian paintings, and other trustees had donated art, artifacts, and books to the university. The medals were probably from the March 1909 inaugural ball for President Taft. Morgan represented California as its “Most Handsome Delegate” (Peninou and Unzelman: 107). According to Dolores Kincaid, registrar, Cantor Cen-

ter for the Visual Arts (7 July 2003), the medals were sold in 1951 to raise money for the museum.

24 R.L. Wilbur to board, 14 March 1917, SC27, box 12, folder 17; Osborne, 22.

25 Wilbur to Morgan, 5 December 1916, SC64A (1915–1917), box 14, folder 8, “Morgan, Percy T.” The Main Library (now the Bing Wing of Green Library) formally opened in July 1919. Mitchell, 25.

26 On new directions regarding the arboretum and campus landscaping, see Wilbur to Board, Feb. 16, 1916, SC27; *President’s Report* (1916): 59; and “Stanford University Arboretum,” *Science*, n.s. 44:1126 (1916): 128. Despite advocacy of botany faculty and John McClaren’s work on landscaping around the president’s residence and the new Roble and Lagunita Court dormitories, Wilbur’s ambitions in this area were derailed by the 1917 drought and cold weather and then wartime needs.

27 Wilbur to Morgan, 15 April 1918, and letter from Morgan to Wilbur, 17 April 1918, SC64A (1917–1918), Box 25, Folder 8, “Trustees, Individual.”

28 Notes reflecting committee votes included in 31 August 1917, SC27, Box 13, Folder 5.

29 Trustee Minutes, SC1010, 1 August 1919 and 29 August 1919.

30 Typescript of President Wilbur’s remarks, n.d., SC64A, Folder 8, excerpts also appeared in April 16–17, 1920 editions of the *Chronicle* and the *Daily Palo Alto Times*.

31 Mitchell, 29–31; Peninou and Unzelman, 110.

32 Nash, 32.

33 Morgan to Wilbur, 8 July 1917, SC64B, Emphasis in the original. The Food Administration was created in 1917 to provide foodstuffs to the war effort and, as Wilbur notes, to influence “food monopolists and speculators” to bring down high food prices during wartime. Wilbur, 253.

34 Morgan to Wilbur, 15 Sept. 1917, SC64B. The “photoplay,” or as the *OED* describes it, “a cinematic representation of a play or drama,” first appeared in theaters around 1910.

35 Wilbur quote from speech at inauguration of Henry Suzzallo as president of the University of Washington, 1916. Wilbur saw the West Coast as an outpost for “better government, better living, more justice and more service,” suggesting that “ultraconservatives” had remained behind. Wilbur, 206.

36 Davis and Nilan, 159–160. See also Wilbur’s inaugural address of Jan. 1916, in Wilbur, 202–205. Hoover quoted in Nash: 31.

37 Daisy Ainsworth was the daughter of a distinguished millionaire and sea captain, J.C. Ainsworth. Their 1894 marriage was widely reported in the San Francisco society pages.

38 See SC64B” and SC64A (1915–1917), Box 14, folder 8, “Morgan, Percy T.”

39 Thomas to Wilbur, 2 Sept. 1916, and Morgan to Wilbur, 6 Sept. 1916, SC64B. Morgan clearly knew Thomas well and shared the same office building in San Francisco. Morgan refers to Thomas as an “old friend.” See also Wilbur to Morgan, 4 Sept. 1916, SC64A.

40 Morgan, Jr. to Wilbur, 8 Sept. 1916, SC64B. Thomas refers to Pierce as head of the Alumni Association; the 1916–1917, but the *Harvard University Catalog* (1916) describes Pierce as Secretary of the Harvard Corporation. Percy Jr. quoted in Morgan to Wilbur, 6 Sept. 1916, SC64B.

41 Lowell to Wilbur, 27 Sept. 1916, SC64B. Students were routinely admitted with a “condition.” The *Harvard Catalog* emphasizes repeatedly that such cases were always handled individually; no general rule was applied to all cases. On Harvard admissions policies, see *Harvard University Catalog 1916–1917* (see HU 20.41), *Information for Freshmen, 1916* (HUC 541), *Admissions 1916* (HUC 916.2), Harvard University Archives.

42 Telegram (n.d.) referred to in subsequent Lowell to Wilbur, 27 Sept. 1916, SC64B.

43 Telegram from Wilbur to Hibben. 2 Oct. 1916, SC64B. Like Harvard, Princeton required a testimonial to a boy’s character to accompany his request for admission. It is possible that Wilbur was simply fulfilling this requirement. Princeton admissions were handled by the president or his deputy until the 1922 creation of an office of admissions. In the fall of 1916, Princeton required both the CEEB examinations and a separate oral exam with a Princeton official; Percy’s transcript indicates that his exam results from Harvard were the basis of his admission to Princeton. See also *Princeton University Catalog for 1916–1917*.

44 Morgan to Wilbur, 9 Oct. 1916, SC64B (emphasis in the original). Morgan Jr. to Wilbur, 17 Oct. 1916, SC64B.

45 John Fauntleroy Fennelly, “Class History,” *Nassau Herald Class of 1920*: 267, and Department of Rare Books and Special Collections, Princeton University Library (RBSCP); Transcript of Percy Tredegar Morgan, Jr. Class of 1920, Office of Registrar, RBSCP.

46 For many years, Jack ran an English pub on the Sunset Strip known as the Cock ’N Bull. He founded a company together with Percy that specialized in high-end soft drinks. He earned numerous medals and a lieutenant colonelcy in World War II during four years of service in Europe. I am grateful to the Princeton University Office of Development for allowing me to peruse Jack Morgan’s undergraduate alumni file.

47 Jordan and Hoover quoted in Nash, 53.

48 Peninou and Unzelman, 113–114. See also Wilbur to Morgan, 9 Feb. 1920, SC64A, Box 44, Folder 8.

49 28 May 1920, SC27, Box 14, Folder 17.

Stanford Through the Century

100 YEARS AGO
(1904)

A two-story firehouse, built behind the Quad on what is now Santa Teresa Street, was equipped with two engines, a hand-operated hook and ladder wagon, four ladders, hoses, axes, buckets, and other apparatus. Five students received free accommodations upstairs in exchange for work as firefighters. A coded signal, broadcast campus-wide by a loud steam whistle at the power house, specified the location of an emergency.

At Big Game, the Stanford **rooting section** formed a large block S by strategically placing students who were wearing white hats and shirts. At later games, students spelled LSJU. This innovation led to the use of cards and evolved into complex “card stunts” at Stanford and the University of California.

75 YEARS AGO
(1929)

The October stock market crash went largely unnoticed at Stanford. Students seemed confident that university trustee and U.S. president Herbert Hoover would solve the distant problem.

The 30-year-old Toonerville Trolley that connected Stanford to Palo Alto was abandoned, a victim of the popularity of private automobiles and the private oper-

1904

2004

ator’s falling profits. From Palo Alto, the electric streetcar line ran through the arboretum along Galvez Street to Encina Hall and beyond, making a sweeping arc in the area of today’s Sweet Hall on its way to the old bookstore (the Career Placement Service, 505 Lasuen Mall). It then followed Panama Street behind the Quad, ending near the current Roble Gym. Stealing rides in the streetcars was a time-honored tradition until the Peninsula Railway arranged for operators to be deputized.

50 YEARS AGO
(1954)

With financial backing from the Ford Foundation, the independent Center for Advanced Study in the Behavioral Sciences opened its headquarters in the foothills behind campus. Alta Vista, the 50-year-old Victorian mansion of the Charles G. Lathrop family, had been demolished to make way for the center. Lathrop, a brother

STANFORD NEWS SERVICE



The firehouse on Santa Teresa Street, with its Greek revival trim, was built in 1904 to house equipment and student firefighters. This photo probably was taken around World War II.

of Jane Stanford, was an officer and trustee of the university until his death, in 1914.

The much-loved Emanuel B. “Sam” McDonald, superintendent of athletics buildings and grounds, retired September 1 after 51 years of service. Friends gave him a new car at a banquet in his honor, and the Stanford Press published his autobiography, *Sam McDonald’s Farm*. He

STANFORD UNIVERSITY ARCHIVES



A century-old innovation that eventually led to card stunts: strategically placed Stanford rooters in white hats and shirts spell out LSJU at a football game.

Stanford Through the Century

STANFORD NEWS SERVICE



In 1979, a doughnut-shaped 107-ton superconducting electromagnet for SLAC arrives from Chicago on 120 wheels.

started at Stanford at age 19 as a teamster hauling gravel for campus roads.

Construction was under way on the first stores of the **Stanford Shopping Center**, including the Emporium and clothiers Joseph Magnin and Roos Bros., on a 55-acre plot along El Camino Real between Palo Alto Hospital and San Francisquito Creek. The site had been a grain field and vineyard on Leland Stanford's farm.

25 YEARS AGO (1979)

Alexander Calder's 3-ton metal stable *Le Faucon* (*The Falcon*) was installed in the Law School courtyard, a

gift of Mr. and Mrs. Richard E. Lang of Seattle. It was part of an extensive outdoor art program headed by art professor Albert Elsen.

The heaviest load yet carried over U.S. highways—a 107-ton doughnut-shaped **superconducting electromagnet**—arrived at the Stanford Linear Accelerator Center from Chicago. The load, on 120 wheels, traveled at 25 mph and took up two traffic lanes. It was to be used in the new Positron Electron Project.

"The Way We Were," predecessor to this "**Stanford Through the Century**" column, was launched in the *Stanford Observer*. Cattie Peck, '35, researched and wrote the items of 25, 50, and 75 years ago.

—Karen Bartholomew



In its 30 years, Stanford's Toonerville Trolley, a spur of the Peninsula Railway, was the subject of numerous student pranks, well-represented in this cartoon from the January 1927 Stanford Illustrated Review.

Stanford History Documentary Now Available on DVD

A two-part documentary film, *Becoming Stanford: The Making of an American University*, is now available on DVD. The two 1-hour programs trace Stanford from its beginnings as a tuition-free, nonsectarian, coeducational institution of higher education through its transformation into one of the nation's top research institutions.

The 1999 documentary, produced by the Stanford Channel and underwritten by a grant from the President's Fund, has been available as a boxed set on VHS. The two programs offer narration, original music, archival photos, and rarely seen film clips, and feature the insights of Stanford History Department faculty members David

Kennedy, Clayborne Carson, Estelle Freedman, and Gordon Chang. Others interviewed include Lawrence Levine, professor of history emeritus at UC-Berkeley; historian and former Stanford archivist Roxanne Nilan; current Stanford archivist Margaret Kimball; historian of science Henry Lowood; James Gibbons, former dean of engineering; physicist and SLAC director emeritus Wolfgang Panofsky; English professor emerita Nancy Packer; and presidents emeriti Richard W. Lyman and Donald Kennedy.

Part one chronicles university's first 50 years, from its founding in 1885 as a memorial to a beloved only child, who died at age 15, and through battles over curriculum, academic free-

dom, gender equity, faculty salaries, and the behavior of fraternity boys.

Part two begins with World War II, as Japanese Americans, including Yamato Ichihashi, Stanford's first ethnic minority professor, are being forced into internment camps. The segment explores the profound changes brought about by the leadership team of President Wallace Sterling and Provost Frederick Terman, as well as the development of the Stanford Linear Accelerator Center, the political upheavals of the 1960s and 1970s, the debates over Western culture requirements, and the indirect cost debacle of the early 1990s. The film ends in 1992, as Gerhard Casper takes over the presidency. Both hours tell the story of

continued on page 23

Bob Murphy Still Wows 'Em After 40 Years

Few people can match Bob Murphy's 40-year-long career at the microphone for Stanford football; even fewer can replicate Murph's unique relationship to Stanford or his story-telling talents. On September 29, 2004, Murph entertained a standing-room-only crowd of Historical Society members with stories about classmates and teammates, great athletes, coaches and broadcasters, fans and friends.

Murph's birth in August 1931 at the recently opened Palo Alto Hospital in the Stanford arboretum was an auspicious beginning of a life-long connection with the campus. He followed his father's and uncle's paths to Stanford, although just to annoy his parents he threatened to attend Princeton or USC. Murph, '53, thoroughly enjoyed his undergraduate years as a student-athlete (MVP pitcher and captain of the first Cardinal team to go to the College World Series), history major, and KZSU sports host.

Murph entertained Historical Society

members and guests with stories about undergraduate life in the early post-war years, including antics in Encina and the Zete house, and that first trip to the College World Series, nearly aborted by an electrical fire on the plane trip to Omaha. He also shared fond memories of History Department faculty members who sat in the bleachers of Sunken Diamond "like a board of directors," a solid fan base for Stanford baseball.

As a young alumnus, Murph helped promote John Ralston's ambitious football program, and in 1964 joined Don Klein for his first "gig" at the microphone for Stanford football—the beginning of 40 consecutive years at the mike for Stanford football, and later basketball. Shortly after, he was named Stanford's manager of athletics relations—the first in the country—and later added sports information officer to his responsibilities.

Murph's life has been likened to a tapestry, thoroughly entwined with Stanford athletics, but his career has

been more broadly woven with the threads of 20th century collegiate and professional sports competition. A minor league pitcher in the twilight of the Pacific Coast League, he became the youngest manager in organized baseball at 26, and went on to organize and promote dozens of golf and country clubs, and direct major professional golf tournaments. He served for three years as athletic director for the San Jose State Spartans.

A savvy ambassador across El Camino and a community builder within and beyond Stanford's campus boundaries, Murph has been a sports writer, organizer, promoter, film producer, master of ceremonies, broadcaster, mentor, and storyteller. Busy as ever as "the voice of Stanford sports," he recently completed a series of oral history interviews with Roxanne Nilan, and is recording a series of "conversations" with a selection of Stanford coaches and players.

– Roxanne Nilan

STANFORD HISTORICAL SOCIETY
Summary of Operating Income and Expense
 Fiscal Year Ended August 31, 2004
 (dollars)

Operating Income	
Interest and dividends	363
Memberships and gifts	38,658
Restricted funds income used to support operations	40,565
Publication sales	317
Total income	\$ 79,903
Operating Expenses	
Salaries and benefits	57,566
Publications	20,460
Postage and mailing services	3,038
Printing, supplies, communications	2,569
Storage and program room rents	2,419
Program furnishings and equipment	2,096
Equipment purchases	1,135
Honoraria for student essays	1,000
Total expenses	\$ 90,283
Income in excess of expenditures	\$-10,380

Cap and Gown Celebrates its Centennial

On March 5, 2005, Stanford's Cap and Gown society will celebrate its centennial with a daylong program, "Women at Stanford." Speakers will recognize women's contributions to the Stanford community and the world as a whole.

The morning session, moderated by Maggie Kimball, '80, will offer insights on Stanford's first half century. Speakers will include Roxanne Nilan, Ph.D. '99, on Jane Stanford and opportunities and challenges for early women students and faculty; Lee Lewis Harwood, '38, discussing women of the 1930s; and Rebecca Freeland, '03, on women during the 1940s. Shari Young Kuchenbecker, '70, will present the results of a survey of Cap and Gown members, including video clips from her interviews with Jing Lyman, Jean Coblentz, and others.

At the afternoon session, speakers will share experiences on key topics of special concern to today's women, including career changes and goal setting.

The celebration will be capped by dinner and a keynote address by U.S. Supreme Court Justice Sandra Day O'Connor, '50, LLB '52, a member of Cap and Gown.

Founded in 1905, Cap and Gown brings together women who are active in student and community affairs.

Morning and afternoon sessions are open to the public for a \$50 registration fee. For more information, see the web site: <http://www.stanfordalumni.org/stanfordclub/capandgown/>

Class of 2008 Takes “Stanford 101”

In September, 300 freshmen took time out from other orientation activities to participate in a 90-minute optional class dubbed “Stanford 101.” Through talks, songs, cheers, and multimedia presentations featuring music, photographs, and video, alumni and undergraduates presented highlights of the university’s history and traditions, including the story of the university’s founding and of its rivalry with UC Berkeley.

Originally conceived by a Historical Society director, Julie Lythcott-Haims, ’89, dean of freshmen and transfer students, this marked the inaugural production in a new cooperative venture between New Student Orientation and the Historical Society.

During the past year, the society has worked to build connections with students, to promote their intellectual and social involvement with the university, and to create in the students an intellectual awareness of Stanford’s rich and unique history that will continue through their lives. While the project was directed specifically at freshmen, the society looks forward to creating similar connections with other student volunteers.

Each participant was given a specially reproduced copy of *A Chronology of Stanford University and Its Founders*,

published by the society in 2001. The students were invited to write short essays within several days on some aspect of Stanford’s history—not unlike their admissions essays.

Three winners—Maggie Biel (from Harwood Heights, Illinois), John Mulrow (Wheaton, Illinois), and Wenkai Tay (Singapore)—each received a \$200 check. All who entered the essay contest

were given one-year memberships in the Historical Society.

Stanford 101 was made possible by the generous support of the volunteer Stanford Associates, which provided \$3,000 to reprint the chronology, underwrite the essay prizes, and cover costs of the multimedia presentations.

— Bob Hamrdla



Historical Society president Susan Schofield (left) with the winners of an essay contest sponsored by the society as part of an optional “Stanford 101” class during freshman orientation. She presented \$200 each to John Mulrow, Maggie Biel, and Wenkai Tay.

Celebration for New Books on Campus Trees and Street Names

Watch your mailbox for an announcement of a reception in late March to launch two new books published by the Historical Society, *Trees of Stanford and Environs* by Ronald N. Bracewell and *Stanford Street Names: A Pocket Guide* by Richard W. Cottle.

Both books will be featured in the next *Sandstone & Tile*.

The books will be available for purchase, and the authors will be on hand to autograph copies.

Carné Linder Dies at 86

Carné Linder, who retired from the Historical Society’s Board of Directors last May, died on Jan. 5, 2005, at 86. She graduated from Stanford in 1940 and operated a travel agency in San Mateo for many years. As a member of the Program Committee, she arranged a talk to the Historical Society in 2001 by Herbert Hoover’s biographer, George Nash, including donating frequent flyer miles to bring him to California. A niece and a nephew survive.

University to Build Large Graduate Housing Complex

University trustees in December approved the site and concept of a 600-bed, 450,000-square-foot graduate student housing development near the Law School. Five historic buildings between Campus Drive and the Law School will be moved to make way for the 3-, 4-, and 5-story Munger Graduate Residences and 750-space underground parking garage.

The Historical Society's Board of Directors discussed the controversial project in early November but decided, in a close vote, not to take a stand against it.

Southern California businessman and lawyer Charles T. Munger and his wife, Nancy, '45, have donated \$43.5 million for the Munger residences, which will cost more than \$100 million. Nancy Munger is a former Stanford trustee; Charles Munger's daughter Wendy, '72, is a current trustee.

The Munger complex originally was planned as three large buildings. Responding to community criticism of the project's scale, university officials in late November announced plans to spread out the project to four or five buildings on a larger footprint.

A coalition of faculty and students demonstrated against the project on November 30, criticizing it in a flyer as a "huge and imposing building complex [that] will violate the university's architectural heritage."

University officials and trustees have been discussing the project since at least 2002 (see *Sandstone & Tile*, Vol. 27, No. 2, Spring/Summer 2003), but project opponents say the campus community has, until recently, been largely kept in the dark.

Provost John Etchemendy told the Faculty Senate on Oct. 14 that the Munger gift is approximately equal to the total of all past gifts Stanford has received for housing, and would help the university move toward its goal of housing 80 percent of all graduate students on campus. Currently, 57 percent of graduate students live on campus.

The new residences, along with other graduate housing already built,

would allow the university to build, under terms of its General Use Permit issued by Santa Clara County, up to 999,000 square feet of new academic space, Etchemendy said. Plans for the next decade include a replacement for the Terman Engineering Center, modern classrooms for the Graduate School of Business and the School of Medicine, buildings to house the new Institute for the Environment and the new Department of Bioengineering, an additional structure for Biology, a new building for the Department of Art and Art History, a new recreation center, and additional undergraduate student activity space.

Etchemendy also said the Munger project would enable officials to reallocate the Crothers and Crothers Memorial halls for undergraduates.

As approved by trustees in December, plans for the Munger project call for:

- A 3-story building (reduced from 4 stories) along Campus Drive, from the Student Services Building past Alvarado Row, requiring the removal of the 1892 Griffin-Drell house.
- A long 5-story structure on the Stern Hall parking lot, parallel to

Stern Hall, and straddling Alvarado Row. In the revised plan, this building was reduced in length by about 25 percent. The wing overlooking Wilbur Field is now reduced to 4 stories, and may be made into a separate building.

- A 5.5-story building occupying the Law School parking lot and requiring relocation of the 1896 Owen House and the 1892 Rogers House. This proposed building has been shortened. The bottom floor's high-ceiling dining facilities and common space account for the extra half story.
- A new structure northwest of Haas Public Service Center, also 5.5 stories, that requires relocation of the 1892 Mariposa House and of Serra House. Trustees built Serra House in 1923 as a retirement home for David Starr Jordan, Stanford's president from 1891 to 1913. It was moved across campus in 1983 to make way for the Center for Integrated Systems, and became home to the Center for Research on Women (now the Institute for Research on Women and Gender).

Three of the old houses are slated to

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The number of floors is indicated on each of the four buildings of the proposed Munger Graduate Residences. The building closest to Stern Hall may be divided into two separate structures.

be moved to the Tresidder parking lot, opposite Bechtel International Center, and the other two to a spot across the existing Law School parking lot, along Lane A, opposite the current site of Mariposa House.

Provost John Etchemendy told the Faculty Senate on Dec. 2 that the revised plan had lowered the floor to area ratio (the floor square footage divided by the land on which it sits) from a

“rather high” 1.7 to “down below 1.5, a density that we find elsewhere on campus, and the density that we will, for better or worse, have to be building on the central campus from now on.”

Responding to concern about a 5-story building casting long shadows over Stern Hall, Etchemendy said, “It is our intention to replace Stern within 20 years.” It would be a mistake to design around it, he said, adding that Stern’s re-

placement, a 4- or 5-story building, will use the land more efficiently and will be built farther away from the Munger residence.

At the Historical Society’s Nov. 9 board meeting, director Marian Adams said that the project would seriously compromise the architectural integrity of an area very close to the central campus that also serves as an important buffer between the academic and resi-

Faculty Express Concerns About Munger Housing Project

Following is a letter to the editor of Stanford Report about the Munger housing project from two faculty members with leadership roles in Stanford’s building review process. Stanford Report, the faculty-staff newspaper, published the letter on Oct. 27, 2004.

We are writing to share our concerns about the plans as currently proposed for the Munger Graduate Residences. Let us say first how grateful we are to Nancy and Charles Munger for their extremely generous gift to Stanford and how excellent a goal we believe it is to increase the availability of graduate housing on campus.

One of us, Gail Mahood, is a member of the Board of Trustees Committee on Land and Buildings, and the other, Peter Stansky, is the chair of the University Committee on Land and Building Development (UCLBD). We wish to make it clear that we are in no sense representing either of those bodies, although our membership on them has meant that we have participated in several discussions of the Munger Graduate Residences project. In his capacity as chair of UCLBD, Peter Stansky sent a letter to the trustees committee expressing the opinion of the UCLBD that the project was too big and too tall. He presented that view to the trustees committee at its Oct. 11 meeting, and Gail Mahood had expressed her similar concerns at some length in a letter to the entire trustees committee.

The density is too great for a site so close to the core of campus, and the buildings are very much out of scale with the surrounding existing structures, being too tall and, in one case, too long.

The project will have a negative impact on the quality of the undergraduate experience. The planned monolithic long wall will loom over Stern Hall and shadow its lower floors. During winter months the passage

between the two buildings will be a cold canyon.

The high density of the project will cause congestion, creating circulation problems in the core campus. It will also degrade the quality of the lives of nearby faculty residents by increasing traffic and human noise and spillover parking.

As viewed from Campus Drive and adjacent residences, the massing of the proposed buildings will “read” as a huge single complex entirely out of scale with the small homes, existing dorms, Student Services Building and historic buildings along Salvatierra Walk. In order to envision what the new buildings may be like, visualize something like three of the Alumni Centers, somewhat taller, placed at the heart of the campus.

In order to “work” at the proposed site, the project needs to be scaled back considerably in height and density, and the massing and articulation of the buildings needs to be changed to make them sympathetic to the surrounding existing structures. The project at the current site could be designed to house the number of students that the Law School anticipates enrolling in the future. This would fulfill the donors’ vision of an integration of living and learning environments.

The buildings should be a mixture of two and three stories to keep them in scale with the existing surrounding structures. They should be arranged so that they do not “read” as a single mass from Campus Drive, Stern Hall or the buildings

along Salvatierra Walk.

The setbacks from Stern Hall, the Law School and the Student Services Building need to be increased to prevent excessive shadowing, to create more inviting pedestrian and bicycle circulation pathways, and to preserve views along Galvez Mall and adequate service access.

The Mungers’ gift is an extraordinarily generous one, made even more valuable because it is for student housing, a pressing need of the university yet a difficult fundraising target. If the buildings provided by the generous gift from the Mungers are scaled down (or if the presently proposed project were built elsewhere, as has not, as far as we know, been seriously considered), they then will be viewed by the campus community as wonderful additions that improve the quality of its residential and intellectual life. It is our belief that the project as presently conceived will, on the contrary, do significant harm to the quality of life on the campus. As we understand it, the buildings are very much in the planning stage, although the trustees have voted site approval. The trustees are charged with doing what is best for Stanford. There is certainly the possibility of doing so with the magnificent Munger gift. In our view, the project as currently envisioned is not in the university’s best interests. It is now that the Stanford community needs to act to make its views known to the president, provost and trustees. We hope that our letter is a contribution to that discussion.

Gail Mahood

Professor, Geological and
Environmental Sciences

Peter Stansky

Frances and Charles Field
Professor of History

dential zones.

She suggested that the board go on record supporting a letter by professors Gail Mahood, a member of the Board of Trustees Committee on Land and Buildings, and Peter Stansky, chair of the University Committee on Land and Building Development, that raised issues about the density of the project. Their letter to the editor was published Oct. 27 in the faculty-staff newspaper, *Stanford Report* (see letter, page 22).

Art history professor Paul Turner, an expert on Stanford's architecture and former member of the Historical Society's board, told board members that he agreed with concerns raised by Mahood and Stansky. He said he was surprised that no physical model had been made to accurately reflect the impact of the project, and predicted that the community will be "shocked" by its mass when it is built. The overall size of the complex has been compared with placing at least three of the Arrillaga Alumni Centers on the site.

Stansky, another former board member attending the meeting, agreed with Turner about the need for an ac-

tual model rather than computer-generated 3-D images. He also expressed concern about the size of the student rooms. Specific information has not been released, but he said the rooms are likely to be twice as large as those at the Schwab Graduate Residence on Serra Street, which has rooms considered to be of "generous size," he said. Each apartment will have a utility alcove with a built-in washer and dryer.

Some opponents have said that moving old historic houses would reduce their historic significance. The Queen Anne-style Griffin-Drell house, at the corner of Alvarado Row and Campus Drive, is the twelfth faculty residence built along the original row. The first 10 patternbook houses, known as "The Decalogue," were completed as professors arrived in late summer 1891 for the university's Oct. 1 opening. In winter 1891-92, two grander houses were built, the eleventh for John Casper Branner, a geologist who later became Stanford's second president, and the twelfth for James Owen Griffin, who taught German until his retirement in 1916. He lived in the house until his death in 1939;

physicist Sidney Drell purchased the house in 1956. The last of the Decalogue and Branner's house were removed in the early 1970s to provide space for the Law School and its parking lot.

In the November action, the Historical Society board by a vote of 8 to 7 defeated a motion to formally support the Mahood/Stansky letter. Though many directors expressed individual concerns about the scale, density, site, and planning process of the project, the majority said it was not within the society's core mission to take an advocacy position on this project.

Several members sent private letters to the trustees and administration, and nine board members subsequently joined others from the community in a statement of support for the Mahood/Stansky letter; that statement was published Nov. 17 in *Stanford Report*.

The project will go back to the trustees for design, project, and construction approvals, starting in April. Officials have expressed hope that work at the site will start in summer 2005.

—Karen Bartholomew

"Just Jane: A Cabaret"

To commemorate the 100th anniversary of the death of Jane Stanford on Feb. 28, 2005, Kate Adams will perform "Just Jane: A Cabaret" at 8 p.m. that evening in Prosser Studio, Memorial Hall.

The performance is free and open to the public. Adams, an administrative associate in the Drama Department, wrote the one-woman show.

SAVE THE DATE

House Tour Set for May 1

The Historical Society will celebrate publication of *Historic Houses III: The San Juan Neighborhood, Stanford University* with a tour on May 1, 2005, of homes and gardens featured in the 100-page book.

The tour will include five houses on Gerona Road, Santa Maria, and El Escarpado, primarily designed by Charles Kaiser Sumner, an architect who has many Palo Alto and campus buildings to his credit.

Information on tickets and registration will be available in March on the Historical Society Web site: <http://histsoc.stanford.edu/> and in the next issue of *Sandstone & Tile*.

History DVD

continued from page 18

Stanford's history through the prism of American history, weaving events and trends in the larger culture into the fabric of the university's story.

Randy Bean, former editor of *Sandstone & Tile*, served as the project's writer and executive producer. She began thinking about a documentary in

the early 1990s while editing the Historical Society's journal and later approached Gerhard Casper, a Stanford history buff, for funding. Work on the project began in earnest in 1997.

The documentary's producer and director, Anne Flatté, said that creating the film was a welcome challenge. "Stanford's journey and its changing role in higher education over the last

hundred years is not only a dramatic story, but one that reveals much about our society's changing values over time and California's history in particular."

Both DVD and VHS versions of *Becoming Stanford* are available at the Stanford Bookstore for \$39.95. The DVD may also be purchased online at <http://www.customflix.com/205795> for \$29.95.

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Development Office Web site. For further information, contact the society office
(see lower left on this page).

Upcoming Society Activities

*Confirmation of date and notification of time and location will be sent to members shortly
before each event.*

January 26, 2005 "Through the Dean's
Open Door: Reflections on Student Life at
Stanford." A conversation between former
student affairs deans James W. Lyons and
Norman W. Robinson.

February 28 "The Globalization of the
Stanford Student: Overseas Studies 1973-85."
A conversation between Mark Mancall and
Mike Hudnall. 5 p.m., Tresidder Union.

March Reception launching *Trees of Stanford
and Environs* and *Stanford's Street Names*.

April 10 Community Day and Founders' Cele-
bration

May 1 Historic Campus Houses Tour

May 11 Annual Meeting. Conversation between
Donald Kennedy and Robert Rosenzweig.



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