

JACK CHURCHILL

TAPE 1, Side 1

March 27, 1996

M.O'R.: This is Michael O'Rourke from the Washington County Historical Society, and today is March 27th, 1996, and we're about to begin an interview with Jack Churchill, today's interview taking place at Bob Burd's home in Seattle, more specifically Mercer Island, I guess.

So where I'd like to start is to ask you a little bit about your - just your earliest memories of growing up in Portland, and a little bit about your family. So why don't you tell me where you grew up and a little bit about your parents?

J.C.: Well, you know, first I'd just to say that, you know, I'm really pleased that you're doing this work of, you know, kind of making an oral history of the entire history of the Tualatin, really, because once we know the history of our rivers and the roles they played in our lives as people, then we are bound probably to give it more credibility and credence and protection in the future, so I think anything like this that you're doing is really extremely significant in terms of people's future activities towards their rivers.

M.O'R.: Well, we hope so.

J.C.: Well, I do know in terms of policy.

Well, anyhow, I grew up in Portland Heights, and I was born in 1926 in Portland Oregon, and went to Ainsworth Grade School and Lincoln High School and Reed College. But I grew up just, oh, about a half a mile, I guess, down Portland Heights from the crest,

and the crest of Portland Heights faces west and looks into the Tualatin Valley.

And my father always walked around Fairmont Boulevard almost every evening, and as a young boy I often accompanied him on his walks, and we'd look at the sun set into the Tualatin Valley, and then growing up to look at the sun set across the Tualatin Valley became a very early, beautiful experience for me. It was all farm land, of course, and I was with my father and sometimes my brothers. I have two other brothers, and my mother, who was a housewife.

My father was a lawyer, but he practiced at home very much, and he had a - and he was also a farmer down on Puget Island. And so - he had a dairy farm.

M.O'R.: Where was this?

J.C.: On Puget Island. It's just down below on the Columbia River, just below Longview. And he also owned - we also had a beach place over at Neahkahnie, and so we went over there.

M.O'R.: What was his law practice like?

J.C.: Well, actually most of his law practice was in Washington D.C., and he just lived out here.

M.O'R.: Oh, yeah?

J.C.: Yeah. And he really just made a lot of money and then went back once or twice and carried out some additional work and then would come back.

M.O'R.: And what kind of law was he practicing back there?

J.C.: Well, he was practicing tax law. He was recovering money for estates that had been taxed under the original income tax law. And so he had set up this practice of going around collecting

money that people didn't know that they had. And then he got involved in a lot of activities, started a business or two, but his main activity was his farm and -.

M.O'R.: Did you used to visit the farm regularly?

J.C.: Oh, yeah. We worked there every summer as we grew up, pretty much.

But you know, getting back to the Tualatin, although we looked out at Mt. Hood during the day, and the sunrise, our sunset always looked - since the sun didn't set over where we were; we were under the shadow of the hill, the sunset and the setting sun was always the picture of the Tualatin Valley, and looking across the Tualatin River at the Coast Range. So there's kind of this romance, if you will, of early childhood setting suns that's always been a part of my life.

And I suppose the first things I remember doing out there in the Tualatin Valley was we used to ride our bikes down to Dosch Road, go over to Fairmont and down Dosch Road, and out to Bertha-Beaverton Highway to - which is - parts of it I guess became 99 later on, and we'd cross the river there at Roamer's Rest and go swimming at Roamer's Rest. And sometimes we'd rent a boat, or we'd just bicycle out there as kids. I suppose that started when I was eight or nine, ten years old. You know, we'd take off during the summer and go down there, because it was really the only good place to swim.

M.O'R.: There were three separate operations there at ...

J.C.: Right.

M.O'R.: ... that junction of the river, right?

J.C.: Yeah. Well, there was this famous baseball player had one - Johnny Somebody - that was below the bridge. And Roamer's Rest. And I don't remember where the other one was, but the pilings are there, I think, still.

M.O'R.: Yeah, one was I guess Roamer's Rest - one was called the Avalon?

J.C.: Avalon, right.

M.O'R.: And the other one was Louie's, I think.

M.O'R.: That's right, yeah. Yeah, Avalon was the one that was this famous baseball player, but I forget. But we always went to Roamer's Rest, and I don't know why. It was kind of the kids' hangout there.

The buildings are still there, and it's still painted the same color, the red and - the deep red, you know, and - later on, when we get into the more current things in Tualatin, I went out there with my dog and we did a lot of TV work out there, every time the TV station, and so I'd go back there and reminisce out in the field. But when we went there, of course there was docks and the kids and the boating area and the - kind of the pools built in the river, you know - what do you ...

M.O'R.: Sort of swimming areas?

J.C.: Swimming areas, yeah, but they had bottoms in them, you know, made out of lumber and stuff, you know.

M.O'R.: Oh, I see. I didn't realize that. So they had actual structured ...

J.C.: Yeah, they had actual structures. Yeah, you just didn't swim in the river. They had this actual swimming area that - you know, and then - yeah.



M.O'R.: And what do you remember about the quality of the river at that point?

J.C.: Well, you know, it was certainly swimmable, I mean, because just -. I mean, actually, you know, Roamer's Rest, I mean, those three places, there were often 3- or 4- or 5,000 people a weekend swimming there, so the water was certainly swimmable. And probably it could have been a little musky in the - you know, in the late summer, but there was no toilet paper floating down the river. It certainly wasn't polluted in the sense that we know it now.

The Tualatin River - well, we'll get into kind of the history later, but my feel of it and my sense of it was it was a warm water stream. A murky, warm water stream. It certainly was not a blue water, fast-moving stream at all. It's always been murky.

M.O'R.: It's always been slow-moving.

J.C.: Right. A west side stream, right. We'll get into some of its values that I discovered later, but that was my impression at that time.

M.O'R.: And of course at that time there was a much, much lower population density out in the valley?

J.C.: Oh, yeah. Yeah, and that was - just by the roads; you know, they still meandered. They were the old farm roads, or the road from - as I said, you know, everyone was called a Ferry Road, you know, because it first went to the ferry. I mean, the roads went from town to town, and those were farming communities. You know, they grew up as farming communities. And all the industry was in Portland. There was no decentralization of - or urbanization at all. It was rural town life and farms.

M.O'R.: And I think you told me that you also went out often to Dairy Creek?

J.C.: Well, yes. My older brother was a very avid trout fisherman at a very early age, and so I would say I was eight or - maybe seven or eight, and he was 11 or 12 - or even maybe before that, and let's see, that would be about 1935, '36, somewhere in there. He would - no, before that, I think, a little bit. Yeah, he would go out and - we'd drive out as a family, and he'd go fishing most of the day and come back just with a creel full of, you know, trout, and I think they were mostly - sometimes they were sea-run trout.

So what I experienced in terms of there was that - on Dairy Creek was a very fine fishery. Yeah, he was good fisherman. And I fished it later on, too, but never with the success he did and so on, but I don't think it was declining then; I just think it was I was not that good a fisherman.

M.O'R.: Just before we leave these early childhood years, can you give me sort of - just a profile of the other members of your family? Like what kind of person was your father, personality-wise?

J.C.: Well, he was fairly - a kind of a dynamo. He was very active in local things, and he was a very knowledgeable person and very active in national politics as a citizen. A very active person, on the school board.

And with us he was - we didn't do a lot of outdoor things together, but we did a lot of walking, and he was quite a birder, things like that. So you know, we'd - to the point that we were forced to, we'd bird watch and things like that.

My mother was a beautiful person from Boston. Very quiet, but also very gracious. She was very well liked by all the people around her. A very warm, loving mother.

M.O'R.: Did she also have an interest in politics?

J.C.: Not as much, no. No, not as much.

M.O'R.: And was your father a Democrat or a Republican?

J.C.: He was a Republican. Everybody in Portland Heights was a Republican.

And my brother, my older brother was a wonderful guy, but he drowned at age 14 or 15 down at Neahkahnie. So that kind of hit the family pretty hard. And my younger brother just died about - less than a year ago.

M.O'R.: Well, that must have been a real blow to the family. Was that in the surf, then?

J.C.: Yeah.

M.O'R.: How did the family deal with the death of your brother?

J.C.: Not well. No, I think my mother never really recovered, you know. She died fairly early in life, and I think -.

M.O'R.: What was the impact on you?

J.C.: Well, you know, I tried to save him. It was a pretty substantial impact.

M.O'R.: I'll bet.

J.C.: Yeah. Took me a long time to deal with it.

M.O'R.: Well, that kind of tragedy, especially at that age, would have been real tough, I'm sure.

J.C.: It certainly was.

M.O'R.: Now, you were in the Boy Scouts, also, you were saying?

J.C.: Yeah. We had a very active Boy Scout troop there that did almost all outdoor things, and so we often later on would ride out there to Roamer's Rest. In the spring and early summer, particularly, I remember doing that - kind of the first swimming weather we'd go out to try and get - you know, swim in the Tualatin. We used to just bicycle out there, and it was just all very rural still, all during the 30's.

M.O'R.: That sounds like actually a fairly substantial bicycle ride?

J.C.: Yeah, coming back was the substantial part, because you had to go up the hill. Going down was not - you know, we just had to get up our hill a little bit and then ride all the way out to Roamer's Rest was a breeze, you know, pretty much. There was a little pedaling the last couple of miles. But then coming back ...

M.O'R.: Yeah, that would be a little tough.

J.C.: Yeah, it was tough coming back, but you never think about that when you go out.

M.O'R.: Right. It's when you start back that you begin to think about it.

J.C.: Yeah, particularly as a kid, you know.

M.O'R.: Well, then you went on to - well, first of all, you mentioned that you went to Ainsworth Grade School.

J.C.: Right.

M.O'R.: And what was school like for you at that early age? Was school something that you enjoyed?

J.C.: Oh, yeah. Oh, yeah. I went to a very delightful school, and a very delightful education, I think. I remember some of the teachers, and it was - and you know, in those days almost the whole class stayed put, so you knew everybody. They were not moving around, so the people that we went through school with in those days, why, we still know today. We just had a 50th anniversary. I mean, you know, there weren't many people that came and went.

M.O'R.: So you had some ...

J.C.: And that went through high school as well, so you kind of moved from grammar school to high school and so on. When I went to Lincoln High, which - we'd walk downtown every morning to the old Lincoln building, which is at Portland State University now.

M.O'R.: So you had some pretty close friends, then, from those years?

J.C.: Oh, yeah. Yeah, still have some contact with them. And we just had our 50th anniversary, so we all got back together. Graduated from Lincoln.

And then I was pretty active in student affairs there, and we had social clubs and - I didn't do much sports. Did some student body activities, student body offices and things. And then I finished a year early and went to Reed for a semester, and then got drafted into World War II, or volunteered ahead of the draft, whatever. I mean, our number was up.

M.O'R.: Well, what - while you were in high school, or even grade school, what were your best subjects? What did you seem to be most interested in academically?

J.C.: Gee, I don't even remember. [laughs] I don't think - you know, I think at that point I was just interested in, you know, getting through school. I mean, I did reasonably well, it's just that, you know, I don't think anything was particularly fascinating. I don't think we were too far advanced in those days. I think we just went to school to go to school.

M.O'R.: How did you find Reed when you first got there?

J.C.: Very tough. Even the first semester was very tough, needing to write. I'd been prepared in grammar school pretty well supposedly for writing, but when I got to Reed in the humanities course and stuff, it was very rough. And then I was there a semester, and then went off for a year to - into the Army.

M.O'R.: You were probably with a class of people from all over the country, I imagine?

J.C.: Well, actually - I'm trying to think. I think mostly women, because the men were going - you know, had been drafted. And so there were a lot of people like me that were just kind of - and we went in - you know, we finished high school in January or December, and then we went for just a semester. It was kind of an unusual type program, because they were kind of - Reed was adapting to whatever -. And so there were a lot of local people that were doing what we were doing, getting kind of a little taste of college before getting drafted, and nobody knew how long the war would last, and so -.

M.O'R.: And what year was this, then?

J.C.: 1944, I think.

M.O'R.: '44? And you did the one semester and then went off to ...

J.C.: Right. '43 or '44. Something like that.

M.O'R.: Well, what was the military like for you? That must have been a real experience as well?

J.C.: Oh, yeah. Well, that was quite a growing-up experience. You know, I went to Fort Lewis and then went to Camp Roberts, California for basic training. Then I kind of hit - cracked up my knee again. I'd done a lot of skiing, so you know, most skiers have knee problems. So after that then I went to Fort Knox and became involved in the tank business and did mostly training, officer candidate school training and drove tanks and things like that.

M.O'R.: So you spent your time in the service here in the States, then?

J.C.: That's right. Going to the horse races at Churchill Downs. A lot of drinking.

M.O'R.: And by this time had - what was your sort of political awareness? I don't know how to describe it better than that, but just what did you think about world events and ...

J.C.: Well, that's kind of interesting. I think I - you know, my father was quite a - you might say a liberal Republican. And it was very interesting, when I was in Louisville, Kentucky, I went to see Wayne Morse; he was checked into a hotel, and he had a big speech that night to give. And so he asked me up to his room, and he was there in a bathtub taking a bath, and he asked me all about the military, wanted to know about military justice, and he was very inquisitive.

It was my first experience of ever meeting him, and later on in my life I became very close to Wayne Morse, but - and he would -

he talked about his debate, you know, with Dean Atchison. You know, he was - you know, he just kind of opened my eyes to politics, and he was one of my great teachers. So that occurred there, and of course I think I was interested in world - you know, kind of coming out of my father's dinner table, you know, and we had always quite a conversation of local and world events.

M.O'R.: Oh, really? At dinner?

J.C.: Yeah. So that was always pretty much kind of a given.

M.O'R.: So your father knew Morse, but you had not met him until this time in Louisville?

J.C.: Not to speak of. I might have shaken his hand somewhere, you know, but I don't remember, but this was, you know, getting on the phone and calling him and ...

M.O'R.: And introducing yourself and ...

J.C.: Yeah. Well, you know, he knew who I was from Oregon.

M.O'R.: And this would be back in the days when Morse was a Republican, too?

J.C.: That's right.

M.O'R.: So how did you feel about that conversation, that meeting with Morse?

J.C.: Oh, that was a very exciting point in my life, as I look back. He was a very magnetic person, and I think he became kind of a role model for me. He did. I won't just say I think so; he did. Particularly his brusqueness and positive that your knowledge is right, and you know, take action. You know, he was a very take-action type guy. And he was very well read, too. This was the thing. You know, he'd always have the facts. He had a lot of - I think a lot of influence in my life.



M.O'R.: Did you talk about the war at all on that occasion that you remember?

J.C.: No, not really. I think he was more interested in looking at military justice, so he was quizzing me about my knowledge - you know, my inside view of the Army. So he was pumping me. He was always doing that with people, whether he knew what you had as information, he always bled you. He bled everybody he went to, and he may have known 98 percent of what you said, but he never indicated that he did. But he was always searching for more information.

M.O'R.: And was he - did he have any specific concerns about military justice or ...

J.C.: Yeah. He was doing something legislatively or committee-wise. He was on the Armed Services Committee, I think, at the time, so he - you know, he was - you know, I forget now exactly, but you know, he was holding some hearings or something. And you know, I forget what the issues were.

But anyhow, you know, talking about rivers there, and got, you know, a taste of the Midwest streams, you know, and the creeks and a whole total different ecology than we have in the Northwest, so I got a little comparative experience with geography.

M.O'R.: And you actually thought about it in those terms, too, in terms of making comparisons between the ...

J.C.: Not at that time.

M.O'R.: Not at the time?

J.C.: But you notice things, and you make subjective comparisons, I think. You know, and whether they're objective and you're evaluating them like you do later on when you have all the tools

and knowledge and - I don't think at that age, no, I don't think that was an objective, you know. You knew it was different. It smelled different, and people thought about rivers differently. For instance, they're real arteries of communication. You know, there are still steamboats around, I guess - at least a lot of barges and -.

M.O'R.: Well, then after your military experience was over did you return to Reed?

J.C.: Yeah, I went back to Reed, and I finished in '49. And there I got very interested - well, I majored in economics, but I was quite interested in political science and worked with Charles McKinley, who was a great political scientist and well known in the Pacific Northwest in governmental circles as well as university and college circles. And he'd formulated a lot of the New Deal policy for the Northwest, along with Roy Bessey, who was the Director of the Northwest Regional Planning Group under the New Deal, and he was a member of almost all the boards and commissions that the New Deal created and so on.

And he wrote a book called *Uncle Sam in the Pacific Northwest* in which all the agencies work and how they work and what their issues were and all this. And so became quite interested in - well, two things. One is natural resource administration, and water in particular, water policy in particular. And water policy then was quite different than it is now, because it was total development. We didn't think about water quality at all. And we were building dams and harnessing the rivers and getting electricity for economic growth, and nobody was worrying about the fish at

that time at all because they were just taken care of automatically by engineers.

And McKinley also used the model of the Forest Service as one of the - the Forest Service was a model organization in his class, and I think that's very interesting apropos of today's. And later on I used it, too, but it was a Prussian organization that was brought over by Pinchot. But anyhow, I also got out of that I guess my life's goal, which was to make the job of government work, you know, and so that became - a natural resource focus, and I decided to make the job of government work. And so those two things occurred pretty much I suppose from McKinley [indiscernible], the chairman of the Economics Department. But you know, a lot of other things went on at Reed as well. In fact I met my first wife there. Got married shortly after I graduated.

M.O'R.: What was her name?

J.C.: Margaret. You don't want to ask me how many times I've been married.

M.O'R.: Well, I probably will as we get to it.

J.C.: Yeah, we'll get to them all. But we have to go off the record for those.

M.O'R.: [laughs] Okay. What was your courtship with Margaret like?

J.C.: Well, you know, it was - well, she was really the beauty of the campus, and you know, it was a very friendly intellectual - everybody at Reed is intellectual. Romance was intellectual. I mean, there was sex, obviously, but you know, the whole romantic thing was very intellectualized, and it was a very intellectual romantic relationship.

But it was like almost all of them, it grew, and we went with - you know, people in the dormitory were all kind of pairing off, you know, as we went through Reed, and getting - you know, getting moire serious as one - you know, getting into relationships, I suppose. It was kind of fun. We skied, and while I was there I got the board of trustees to build the Reed College ski cabin, and then went out and helped build it. But I lobbied it through Peter Otergard, who was president then to get the money in to build the ski cabin.

So, you know, we did a lot of things at the mountain together. And i had built a cabin myself with two other guys during - I guess the first year at Mt. Hood. A guy by the name of Moshe Lensky, who went to Reed with me, and I roomed with him my last two years.

But we did just a lot of things - you know, studying, going to courses together, and coffee shops and bridge games and you know. Very quiet. You know, I mean, a very quiet time in a way of easy relationships. At least that was kind of my feeling. Sitting together in the library, you know, all that stuff.

M.O'R.: And what was Margaret's academic pursuit?

J.C.: Well, she pursued government at that time. She did her bachelor dissertation I think on the West German republic at that time as it was emerging. That was a long time ago.

M.O'R.: So the two of you had at least related or complementary interests there, it sounds like.

J.C.: Right. Yeah. She was from the Virginia area. Her father was in the federal government.

[end of side one]

JACK CHURCHILL

TAPE 1, Side 2

March 27, 1996

M.O'R.: ... in terms of Professor McKinley's citing the Forest Service as a model organization, can you tell me a little bit more about that?

J.C.: Well, he was very much involved in policy - forestry policy making. He was an advisor consulting to the Chief Forester for many years.

But I think when Pinchot started the Forest Service in 1905, he borrowed the Prussian forest model, and he changed it around a little bit, but it was a straight-line military organization, kind of very -. But he also decentralized it substantially in terms of giving his field troops, you know, a tremendous amount of responsibility. He sent them out to clean up the range and, you know, get the cattle cleaned up and to guard the forest and things like that, and these people were sent out into the frontier where, you know, this was, you know, just nature's land; I mean, nobody owned it, and these people just - it was the homesteading, you know, episode.

So he - I think one of the things that came there was the professionalization of the - Forest Service is probably one of the first agencies that was really professionalized in the age of scientific management, and then as it grew and up into and through World War II, it was a pretty highly selective elite group of people. I mean, they all started out being educated at the Yale School of Forestry, for instance, because that was the first

[indiscernible], and they were all - I'm talking about now the hierarchy and also the younger people that were coming on.

And so I think it was that type of decentralization within what you might also call a hierarchical organization, and for him it worked. And I think at that time the Forest Service worked very, very well, because the local ranger just was given complete responsibility, and people would come out and measure his work. I mean, Washington would come out and really sit down and measure whether or not, you know, they had met their commitment. It was a different type of activity than going on today. Totally different way that the Forest Service is being used. We can get to that, but it was in 1974 when that really changed.

And all of this is really found in his review of, you know, the Corps of Engineers and so on and how they functioned and operated was all pretty well studied in his *Uncle Sam in the Pacific Northwest*. He wrote about how all these organizations evolved during the New Deal and the birth of - the rebirth of big government - I mean, the birth of big government in this country.

M.O'R.: When you were at Reed ...

J.C.: Also, I think one of the things was that it was only a management agency. You compared it with the operation of the Grazing Service, which later became the Bureau of Land Management, which was really dominated by user groups, whereas the Forest Service at that time was not, because the timber companies were not cutting in the national forests. They were cutting on their own land. It wasn't till after - until the 60's that the timber companies started to move into the national forests. So there were no big interests looking -. The only big user groups were in the

intermountain areas of Eastern Oregon, some areas where the grazers were using it for summer pasture.

M.O'R.: You just described the sort of intellectual environment of Reed College in those days, and I'm just wondering, you came out of this background of liberal Republicanism ...

J.C.: Oh, no, no. This had changed by that time. World War II - after World War II there was this tremendous - all the veterans returning, and the older veterans returning particularly were the - no question that, you know, they'd seen death a lot, and what they were out to do was to make a better world. And was it American Veterans? - I forget. You know, there was a liberal veterans' group that I belonged to.

Howard Morgan was on the campus, and he was - and then, you know, we had Truman and Wallace coming in, you know, and all the people divided up between Truman and Wallace, and Communist activity on the campus. And you know, I remember myself, I mean, you know, the great time that - I mean, I led a parade down Broadway that was opposed to Truman because, you know, this was when he went into Greece in terms of - to stop the - start the Cold War, but stop the Russians, and started spending, you know - and this was the end of the - this was about a year - I guess a little over year in the great peace following World War II before we were back again in terms of the establishment of a conflict vis-a-vis the Russians. And so at Reed there was a great deal of activity against that.

And so, you know, I ended up in a fairly left position.

M.O'R.: What did your father think about that?

J.C.: Oh, he accepted it. I mean, you know, he was used to us going astray politically. Yeah, he wasn't hard-bound about it. In fact, he never - he would argue a lot, but you know, he would tolerate youthful views.

[Interruption]

M.O'R.: Okay. So you were in with the Wallace group at Reed, it sounds like?

J.C.: Well, for a while, but I think I moved back into the Truman group pretty quick. I mean, before the election I think I had gotten tired of the Wallace -. I was a great admirer of Henry Wallace, but then as, you know, Administrator in the Department of Agriculture and a lot of the things he did, but then it became very clear that, you know, he was very idealistic and not very realistic about the politics of what he was doing. So you'd begin to kind of cut through the idealism into the reality of the politics.

And you were always hammered by people like Howard Morgan, you know, anyhow. He was a very steadfast, ardent, vigorously ardent Democrats and were building the Democratic Party in Oregon at the time.

M.O'R.: And what did you think about the developing Cold War?

J.C.: Well, I think more psychologically it was the end of *pax Americana*, you know, and that was really the end of this - I would suppose that you'd classify that first year up until the Greek and Turkish Truman development as a Platonic experience, a really learning experience, a very open, very hopeful, you know, of a world to come that would be different, you know, and so it was a very open but very vulnerable time, I think, for everybody. I think everybody, because coming back, you know, on the -. So that



kind of shattered the idealism of the future, so to speak. And so then it left people to kind of wander around for a while.

M.O'R.: Yeah. And of course we also had the - the seeds were sown for the nuclear arms race, too, at that point, in terms of ...

J.C.: Yeah, but I don't think - you see, I think everybody - you know, people had a feeling about the atomic bomb, but I don't think, you know, you immediately got into the question of nuclear armament. I don't think that came - it didn't appear to me to be an issue till after I left college.

M.O'R.: Yeah. Probably until the Russian test in '49, maybe?

J.C.: I think that's probably right. Yeah. I don't think - you know, it wasn't really talked about.

M.O'R.: That's interesting.

J.C.: No, I mean, that doesn't - it was the fact that we were - and nobody was talking about it in terms of - I mean, nobody foresaw it as a wall and as a - you know, defensive and offensive position, you know. You know, it just kind of unfolded. And I think the main thing was it just a disintegrating of idealism, without looking at what the future impacts were going to be, and not understanding them, anyhow. And I don't think anybody did.

M.O'R.: I mean, it's easy to analyze these things with hindsight.

J.C.: Yeah. And knowing something about Truman and how he worked, because I later knew Dick Newhouse, who was on the White House staff and later wrote *Presidential Politics*, Truman made decisions, you know, on the basis of what came up to him. You know, he wasn't - although he read history and so, and he tried to figure out they were going to work out in history, and he never

ducked a decision, he wasn't what you might call a real strategic planner in terms of world view. He wasn't a Churchill.

M.O'R.: Right.

J.C.: He was more of a reactor, but when he reacted, he thought about what that decision would be in terms of the future.

So we didn't have somebody that was spelling out, you know -. He took the Roosevelt ideals, you know, the four - you know, the United Nations and the four freedoms that Mrs. Roosevelt developed and, you know, whatever it was, and all these things were being spun out in his way. So you're still having this great surge of the United Nations and all of this during this period, and all the feel good stuff on the international scene.

M.O'R.: Okay. Well, then after Reed you went on to Harvard; is that right?

J.C.: Yeah. I spent - my mother died shortly after I graduated, and I got married before she died, and then my wife and I went - after she died, my wife and I went to Europe for a while, went on an Americans for Democratic Action tour, and that was a very exciting event. Americans for Democratic Action, of course, were kissing cousins - no, more than that; they were in bed with the Labor Party in England and all the left party, and so the left party was in power - I mean, the Labor Party was in power in England at the time.

So you know, we were well - I mean, we had - Atley had tea for us in the House of Commons, and Bevin would come in and talk to us for hours. And I remember I had dinner in the House of Commons with Bevin, and you know, a great experience. And then we went to France, and we did the same thing. Got to Berlin. We had won-

derful people that were leading the student group, and it was a real experience.

And then we stayed on in Europe for a while, traveled around, and then came back and worked for a while in Washington D.C. and lived with my wife's - then-wife's family, and then got into the [indiscernible] school at Harvard in public administration.

M.O'R.: What did you ...

J.C.: And that's right, Dick Mustat lived next door. That's where I learned a great deal about the Truman White House because he was on the White House staff at the time. Later he went to Harvard, but we were very close.

M.O'R.: And what did you do in Washington D.C. during that period?

J.C.: Oh, I think I was working for - let's see - I was working for an air conditioning firm in the National Institutes of Health building. I think we were in their building, one of those great big - they had a great big building. I helped build that building.

M.O'R.: And what was your wife's family like?

J.C.: Well, he was a big - a very effective New Dealer in the Department of Agriculture. He was a very close friend of Henry Wallace, as a matter of fact. And her mother was Scandinavian, and they had both been County Agents together. She was one of the early women County Agents. They were out of Ohio. But he was a very able - he was a Deputy Director of the Bureau of Economics or something in the Department of Agriculture. Very prestigious bureau of the New Deal bureaucracy.

M.O'R.: Did you have a good relationship with her parents?

J.C.: Oh, very good. Yeah.

M.O'R.: And so then after that you went up to Harvard?

J.C.: Yeah.

M.O'R.: Right. And did your wife accompany you?

J.C.: Oh, yeah.

M.O'R.: Was she doing something academically as well?

J.C.: No, she worked. She worked as a secretary for one of the professors, Vio Key [ph], who wrote *Southern Politics*. She did a lot of statistical analysis for his - she got into, you know, statistical political analysis.

And I did - my work started out as an MPA, and I - but I decided I'd try to do a doctorate, and I was thinking about a doctorate in economics, but I quickly got disabused with the classicism of the economists, and so I decided that I would shoot for a degree in political economy and government, which was a split degree in government and economics.

And I really didn't have to have a great understanding of economic theory, which in my judgment in those days was - so I kind of reverted to the old political economist as a model. And I did, and I met a lot of people in the political science department who became models for me. John Goss, who was out of Wisconsin, out of the Populist Movement, and John Kenneth Galbraith was my thesis advisor, and Dr. Black, the great agricultural economist, and he had natural resource seminars, and we did work on water basins and things like that in the seminar, governmental policy. And you know, Harvard was a great place. You know, a lot of government people would come up for sherry parties every week. You know, they were always bringing in somebody, Walter Lipman or something like

that, and you'd meet them and talk. It was a very great experience.

And the other thing about the program, which later became the John F. Kennedy School of Government was that it networked you, so to speak. I mean, because once you got to Washington, why, you know, they'd have a monthly luncheon meeting and you'd meet all your old, or you'd meet new people, and then pretty soon you became - there became this network of people who could get things fixed around Washington. You know, it was able to be effective in Washington through that. Probably the most ...

M.O'R.: As a result of these personal contacts?

J.C.: Yeah, and they were on the Hill and the staff and so on. And all you really had to mention that you're from Harvard, and then pretty soon you'd run into some that was a Harvard graduate at some stage in their career. And that was just a master's program by and large for either very young people or people that had been in government for a while and came up for a refresher, and some people took a doctorate in public administration as well. I did work in planning and - but mostly, you know, in things relating to natural resources. I did a lot of work in locational economics. And what else? I did some work in political theory, governmental theory - comparative government and things like that.

M.O'R.: This is all when you were at Harvard?

J.C.: Yeah.

M.O'R.: And what did you - in terms of some of your ideas that you may have had about the way government worked ...

J.C.: Well, they were all shattered. Because, you know, a funny thing happened in 1952: Eisenhower got elected. [laughs] And for a Harvard student at that point, it was - you know, the Republican Party cleared all entrances down to the GS-5. And not having - since I'd taken a month out of graduate school working for Adlai Stevenson -. That was the year John Kennedy got elected in Massachusetts, and I worked in the Stevenson campaign. Kennedy was not much help to Stevenson in that campaign.

But anyhow, so here I was about ready to meander out of Harvard. I had passed my orals, I guess, about - let's see, '52 I passed my orals. So I got a Buenos Aires Fellowship to Haiti. Margaret's father had gone there as country director of the aid program, and so I decided I was going to Sri Lanka or Haiti, and what I was studying was about 80 percent of the foreign aid was in irrigation development, of our total foreign aid program, world foreign aid program; most of it was U.S. at that time - for developing countries. Not for Europe, but for the developing countries, about 80 percent of the aid was for irrigation.

The theory was, you know, if they develop effective agriculture, even, you know, small-scale effective agriculture, you will then have a peaceful, harmonious future and whatever. And so what I wanted to do both in Sri Lanka and in looking at Haiti - and I also looked at some in India, to find out with kind of the hypothesis whether or not irrigation was a cataclysmic development - cataclysmic change agent in a peasant society. In other words, if you applied an irrigation to a dry land agriculture peasant culture, would it in fact induce a process of change which would be continuous - you know, move somewhere up in the development scale -

or pathway, excuse me, not scale. Would it start a pathway of growth?

So anyhow, I wrote this very wonderful precis with John Kenneth Galbraith and got some money and a fellowship and decided to go off to Haiti. Margaret's family was there, and everything would be easier, and doors would be opened and, you know, you could get to the government, you could get your project set up and all that. And it did, it all happened that way, and it worked pretty well, except I got along - and it was very interesting, because you know, you kind of read about in Haiti where the French, you know, had set up all this irrigation, and you read about all these wonderful plantations along the coast, you know, which were all dry land mesquite when I was there.

This was just before Papa Doc, and a guy by the name of McGuire was president at the time. In fact, Papa Doc worked for the Americans. He was a doctor, and he was head of the medical mission. There were three or four missions: agricultural mission, medical mission - and he was head of that for the Americans. He was a very able English-speaking - and a very able politician for the Americans. And a very polite gentleman.

M.O'R.: So you met him personally?

J.C.: Oh, yes. Many times. Oh, yeah. And then later I visited him in the palace when he was president, on a return to Haiti. And he was a little more dour looking then, but yeah, he was a very pleasant, smiling guy, you know?

M.O'R.: You must have been surprised in later years when his reputation became known?

J.C.: Well, yeah, of course. And you know, the change of government in Haiti was always, you know, somebody would come in -. Well -.

But what I did there essentially was the irrigation thing, and looked at the water shed, looking at agriculture and the water shed. And we just - the tools we used were just basically farm income studies, and very simple techniques to measure base data, and then we were going to come back and look at change. And we had comparative areas, so it was dry-land agriculture with comparable technical assistance and - you know, set up a nice project. The only problem was that, you know, they had a big hurricane, and it wiped out everything, all our data bases and everything else. So I never really finished the thesis; I just kind of gave up.

M.O'R.: Oh, really?

J.C.: No, the villages were wiped out. You know, it was kind of like the flood we just went through.

M.O'R.: And your own personal data was wiped out, too?

J.C.: Well, I had the data, but it didn't do any good because the institutions in which the data was - you know, the dams were wiped out, the irrigation systems. So they were all rebuilding, and the fields were - you know, they had to rebuild the edges of, you know, the fields. And so, you know, I didn't think I had time in life to wait, so I went back - I went to Washington and got a job in the Department of Agriculture.

M.O'R.: Well, one of the things I started to ask you earlier was what your first view of Washington was when you first encountered it, whether it matched your expectations?



J.C.: You mean, at this time when I went to Washington as a job applicant?

M.O'R.: Yeah.

J.C.: To get a job, rather than before when I visited with Margaret?

M.O'R.: Well, maybe before. I'm just wondering what your early impressions were.

J.C.: Well, even going back - we went around the country with my father when I was eight or nine or something, and we went to Washington. He had cousins there. I guess we were living in Chicago at the time. But you know, I had some family there and so on. I suppose, you know, there's always the monuments, the seat of government, you know, the White House, the Congress, the buildings and all that, and then meeting people, Senators and Congress people, you know. I remember doing that with my father and so on, so that was all - that was a very early image of meeting power, you know. And then people you've met who had power, and that type of thing.

So I don't think there was any sudden look at Washington. It came at a very early age, and in discussions in the family and, you know, my father would relay conversations he had with our local Congressman, who he was very close with, and you know, even visited the house. So you know, that type of thing was something that kind of moved along in my life and unfolded, not necessarily -. Like Salem, you know. I visited Salem and visited the House of Representatives. My father was lobbying for a highway or something. You know, it wasn't a big ...

M.O'R.: It was just part of your growing up?

J.C.: Yeah. And so it just evolved, yeah. And going - and when I worked for the Department of Agriculture, it was just kind of a whole new thing, but you go into a monolithic building and you get an office, or you know, not much of an office when you're starting in, you know, and you're just - you're learning a job, and so, you know, it's just like anything else starting out; you don't know what the hell you're doing, and you really don't know where you are, and you're trying to get - you know, your first job - well, I had a job in Oregon with the Department of Agriculture while Margaret was finishing school. I counted all the filberts in Oregon, did a survey of that. I worked for the Oregon State Extension Service for a year, as an extension economist. And this was kind of a continuation of some of - that kind of got me in, then, to the Department of Agriculture.

M.O'R.: And this was after Haiti?

J.C.: Yeah, when I needed a job, and it was a little hard to come with credentials from Harvard. You had to go in on - you know, your professor didn't send you down to Washington. Only one or two professor still stayed on as advisors. So you never had, you know, the launching pad of the Harvard school.

M.O'R.: That you would have had had Stevenson won.

J.C.: Oh, yeah. If the Democrats had been in power, yeah. Exactly.

So - you know, so I worked in agricultural economics, working mostly in the meat industry, doing surveys of livestock pricing. I did a study out in California of auction markets, a bunch of stuff. Got involved with - I met Estes Keefauver one time because there was a guy on his staff that wanted to know what the American

meat industry was doing, and I almost had to resign because the American meat industry was running our departments and our policy quite a bit. In fact, the vice president of the American meat industry would come in and use the secretary's phone. So then I got to talking with some of Estes Keefauver's staff, and ran into almost a conflict of interest thing at that point. And so I ...

M.O'R.: Because Keefauver was ...

J.C.: Well, he was investigating, you know, the meat industry. The meat industry always goes off once in a while.

M.O'R.: And so you found yourself in the middle of it?

J.C.: I let myself get involved that I would be working against the Administration, and in those days I still had some ethics with regard to professional government work.

M.O'R.: But you didn't wind up resigning, or did you?

J.C.: No, but I didn't really feed the Hill, either. You know, I just kind of bowed out. I didn't become an espionage agent for the Hill in the bowels of the - Ezra Taft Benson's Department of Agriculture. I became just - you know, I worked within the frame work of the -.

M.O'R.: What did you think of the Eisenhower Administration, then, after having some actual up-close experience in Washington?

J.C.: The only experience I really had with it was Benson, the Agricultural Department, and that was really cutting back and servicing the big farmers and the agri-business community and so on, and it was gutting the New Deal farm programs, except for the wealthy - you know, the Farmers Home Administration that was helping the small farmer, and all the small farmer programs were gutted pretty much, and the Farm Bureau took over.

And I had come up - oh, as a matter of fact, Jim Patton - my father-in-law was very close to the farmers' union and Jim Patton and all that group, and so I knew them socially. So obviously, you know, I was a leftist within the Department of Agriculture. I'd forgotten about all that. But I dealt with that mainly by just doing the economic job.

[end of tape]