THE UNIVERSITY OF VIRGINIA

ORAL HISTORY PROJECT

INTERVIEWS WITH
Leonard W. Sandridge, Jr.

Conducted on
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by Sheree Scarborough

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Leonard W. Sandridge

Biographical Statement

Leonard W. Sandridge was born in Crozet, Virginia in 1942. In 1964, he received his B.S. in Business Administration with a major in accounting from the University of Richmond. He served in the Army on active duty in Okinawa from 1965-66, and following that served as an officer in the Army Reserves until 1984. Sandridge received his master's degree in accounting from the University of Virginia in 1974. He began working for the University of Virginia in 1967 as an internal auditor and rose through the ranks of the administration, at various times serving as assistant comptroller, treasurer, associate vice president for budget, vice president of business and finance, and finally executive vice president and chief operating officer. He retired from the University in 2011 after serving forty-four years. However, he has stayed on in a part-time capacity as special adviser to President Teresa A. Sullivan. In July 2012, Sandridge was appointed to the University of Virginia Board of Visitors by Governor Robert F. McDonnell in a newly created position that will serve as special adviser to the Board.

Interview Synopsis

Mr. Sandridge begins the interview with a description of his early years in Crozet and public school experiences, family background, undergraduate years, and military career. He recounts his early years working at the University of Virginia in non-management roles and the people he worked with who became his mentors and important University leaders such as Vincent Shea and Ray Hunt. He describes his experiences as he rose through the ranks to management roles and on to the number two position at the University as chief executive officer under President John T. Casteen III. In doing so, he recounts some of his experiences and memories—as well as assessments—of four of the five presidents he has served under: Edgar Shannon, Frank Hereford, Robert O'Neil, and Casteen. He discusses such topics as coeducation, the reorganization of the University administration, the state budget shortfall in the 1990s and the successful strategies used to counter it, and the University of Virginia's College at Wise. He also discusses controversial incidents that occurred during the time he was COO, and what was done to manage them and the lessons he learned, including NCAA violations, the pavilion balcony collapse, and the notorious "baby-switch" incident. The motifs of Mr. Sandridge's near half-century career at the University of Virginia that permeate the interview are the importance of hard work, loyalty, integrity, good humor, and above all the importance of doing "what's right."

The University of Virginia Oral History Project
Interview with Leonard W. Sandridge, Jr.
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SS: This is the first interview session with Leonard Sandridge. Today is March 13, 2012. This is Sheree Scarborough. I'm meeting with Leonard in the University of Virginia Board of Visitors Office in the Rotunda on the Grounds at the University of Virginia. This is for the University of Virginia Oral History Project.

Leonard, you were born in Crozet, Virginia?

LS: I was born in Crozet. It's a small town just ten miles west of where we're sitting, in Albemarle County. My father had grown up there. My mother was a practical nurse, and she went there to nurse my grandfather before I was born, before my parents were married, of course.

I was born in what was called the Crozet Hospital. You would have to see Crozet to really appreciate this. It has one main street. The hospital was a family doctor's office that had three maternity rooms. People who know the area—when I tell them I was born in Crozet Hospital—they cannot imagine that.

I went to public schools there. At the time when I started school, there were only eleven grades in the Albemarle County Schools. When I started in the first grade, the high school was still there. During the time I was there, though, the first consolidated high

school in Albemarle County was built, and so I actually came here just north of Charlottesville to Albemarle High School for my high school years.

SS: Oh, I see. And you were born in 1942?

LS: I was born in 1942.

SS: Tell me something about your family background or about your growing up years.

LS: I was a first-generation college student. I have a sister Lynda, who is four years younger, and lives in Raleigh, North Carolina. By the way, she has a daughter who went to U.Va. Lynda and I were the only children. My grandfather started a livery stable, with horses and all, a long time ago. It became the first service station that sold gasoline between Charlottesville and Waynesboro, which is roughly about thirty miles. That was what my father grew up with. But by the time I was eight years old or so, he had gone into the wholesale fuel oil business. He had two trucks that he delivered fuel oil and gasoline to local people. The business was very small.

We were not considered poor; but we certainly weren't considered rich. I remember the largest amount that my father ever made in one year was $6,000. But that was a long time ago, so it's not like it sounds today. My mother was active in my school. She didn't work after I was born. She never practiced nursing again, but she was very supportive in my schools, church, and things of that nature.

I started a regular job pretty early in life. The first job that I had that I got paid for was to be a newspaper boy. The local Charlottesville *Daily Progress* had a rule that you had to be eleven years old to do that. I was only ten, but they made an exception, and so I was able to go to work at ten.

I did that for two years, then stopped that, and went to work at what had become my uncle's service station. I worked regularly there every minute I had until they sold the service station, which was in my second year of college. My father sold the oil business while I was on active duty in the army.

From the time I was about twelve years old until I finished my first year of college, I worked during the summer. I worked there on Saturdays. It wasn't open on Sunday. When I was about fourteen years old, I would literally—you can't believe they would let somebody do this—keep the place open from seven to nine at night and close it and get on my bicycle and go home. It was a different place, a different time.

When I was sixteen years old, I was at Albemarle High School. You could drive a school bus at that age. They asked me if I would drive a school bus to take athletes home after their practice. Up until that time, we all had to hitchhike in order to get home. It was twenty miles. I mean, people would go to jail for things like this today. I'd driven oil trucks some from the time I was fifteen, even before that, but legally on the highway from the time I was fifteen. So, with no training, I went down and got a bus driver's license by driving a bus around a city block and took kids home that night.

SS: Were you an athlete as well?

LS: I played football, and in that particular year, I was running track, because the football coach wanted me to do that. I would do that and then we'd all go shower, and I'd get the bus and I'd take everybody home. The Lions Club of Crozet had paid $150 for the bus, so that it could be used for that purpose. The county wouldn't provide it, but the county got somebody to volunteer to drive it and it was me. This fifteen-year-old has got a $150 bus, and I'm taking students home at night! Things like that were not uncommon.

That fall, which would have been the fall that I was sixteen—I guess that was 1958—the county asked me if I would drive a regular route. I had started that some on a part-time basis even in the spring of that year. The person that I worked for was a man by the name of Leslie Walton. There's a school named for him now. He was the assistant superintendent, and the assistant superintendent hired all the bus drivers. He becomes important, as I go along here.

He wanted me to drive a bus, but he wanted me to let him get a substitute for me during football season, so I would still be able to play football. I was an okay football player. I was not a great football player. It was okay for the time, but would not be considered good today. I would play football, and at the end of the season, then I would take my bus route. On weekends, I would work at the service station. I did that in 1958-59 and 1959-60, those two years.

SS: Did you have any time for fun?

LS: Well, I didn't know any different. That's something that my wife and I have often talked about. She says I never really had a childhood. I don't think that's fair. I enjoyed lots of things that I did, and on Sundays we were at church where it was the social event at this particular point in time.

I did work a lot. The person that I mentioned, Leslie Walton, became important at that point in time. He asked me to take off a day from my Saturday work. He said, "I'd like to take you to the University of Richmond. I want you to take an examination and see if you can get a scholarship, because I think if you can, you ought to go to the University of Richmond."

I had grown up with the expectation that I should go to college. I didn't really know why, other than it was a good thing to do and I'd get a better job. By this time, the high school—even though it was a very small percentage of kids who went to college then—was paying attention to me. They didn't do like you do now—where you prepare for it for years, but they were making sure I got the applications in on time and all that.

SS: You were number two in your class?

LS: I was, yes.

Mr. Walton drove three of us down to the University of Richmond. I took that exam, and was awarded a $1,200 scholarship, which was not for each year, but for the four years. By the time I matriculated, I guess people had not taken the scholarships they'd been offered, so they increased it to $1,600. As I recall, I had something like $600 the first year, $600 the second year, and then $200 the last two years. I remember that because I've still got the check that I wrote to make up the difference for my first semester. It was $337.50. I had been able to save that from the service station and the newspaper. With that scholarship, I was able to pay my way through college.

I don't mean to say that my parents wouldn't have been able to figure out how to do something, but they couldn't have done much. Women didn't have the opportunities to work like I could, and so my parents were able to support my sister through college. In a nutshell, that's what I did.

Mr. Walton also suggested to me that I try not to work my first year in college, but that he would make sure that I had a chance to get a job with Henrico County driving school buses. So I drove school buses part-time my freshman year and full-time my sophomore and junior year. Then, I had to take an eight o'clock class, which prevented me from driving the school bus. But with the help of the university, I got a job with WTVR-TV in Richmond, which was in its formative stages. I worked from five to seven each night. At that point in time, they didn't have videotape, but they would splice 16-millimeter film together. I would put the news together and the commercials for the next day during that two hours.

It was really a fun job for me; it was technologically oriented. On Saturday, I would go in at four-thirty, and I would do the audio and video switching, and do this switching for the local news until sign-off. There would be an engineer and me there. I'd sign off about eleven. On Sunday morning, I would come in at seven and work till four-thirty. It was seven days a week, but it kept me going until I graduated.

SS: What was your experience like at the University of Richmond?

LS: It was a great experience. I opted for business administration, with a major in accounting. In part because I like that, and in part I liked what it avoided that I had to take in the way of other sciences and those kinds of things—to be very honest about it. I had a good experience there and got reasonably good grades. I went into the ROTC, so I didn't have to look for a job right after I graduated. I planned to go into the Army, which I did for two years.

SS: Were there rumblings about Vietnam then?

LS: Oh, this was the very early stages of Vietnam. One of the awkward parts at that time when you came into ROTC was that the Army had up to twelve months to call you to active duty. You could end up with nobody wanting to hire you and nothing to do for twelve months, if you were unlucky. They offered me an opportunity if I would be part of a test program. They were going to take a certain number of college graduates and put

them in Strategic Army Corps units, which were these highly mobile units that were supposed to be able to move at the drop of a hat.

The intent was to take kids right out of college and put them into command positions in the Army without sending them to school and see if they could make it. I assume the program was a failure, because they discontinued it after a year. I got called to active duty two weeks after I graduated. Vietnam was building up at that point in time. I was stationed at Fort Lee, Virginia, with a Field Depot unit.

I stayed there about a year and then my unit was mobilized to go to Okinawa. We were on one end of what they called the Ro-Ro operation. We set up a field depot there. We would load tractors and trailers, and put them on ships. They were going to Cam Ranh Bay and being offloaded into Vietnam, supporting down there.

I didn't realize it at the time, but I'd have to say, that my home life was probably as good as it could be. Hard work was taught, humility was taught, and integrity was taught. I just never knew there was an option in any of those things. I got a good, solid foundation. We didn't have a lot of social life. We were not members of any clubs or anything like that, which probably caused me not to be interested in fraternities and things like that at school. That was okay.

SS: You said the church was important?

LS: Church was important, yes.

SS: Which church was that?

LS: It was the Crozet Baptist Church, which I am still a member of today.

I would say that, with the exception of my family upbringing, the Army probably did me more good than anything that I experienced, and for very good reasons. I was fortunate enough to be put in units where I was given command opportunities. I went on active duty and because of the program I was in, I took formation the first morning I was there, in front of 300 people, and had a first sergeant behind me saying, "Okay, call them to attention. Give them parade rest. Tell them to present arms." I didn't realize how risky that was until later. But it all went well.

When we moved overseas, the battalion kept me at Fort Lee. My unit went from Petersburg to Norfolk with all of the equipment and all. They got on a ship, which took them thirty days to get to Okinawa. I stayed at Fort Lee to be part of the rear detachment with five other people to close out all of our equipment and that kind of thing. Then I was flown with this detachment to Okinawa and became the commander of the advance party there, and set everything up before the unit got there. I had a lot of opportunities like that, that shaped my ability to make decisions, shaped my fairness, and also gave me a view of a world that I'd never imagined.

My father took me across the Virginia state line into West Virginia so I could say I'd been outside of Virginia. The first time I ever got on an airplane was when I got on it with my rear detachment to go to Okinawa. It wasn't that I was unusually deprived or anything, but it was just the way a lot of people lived at that point.

The Army exposed me to people of all socioeconomic levels, a degree of diversity that I had not been exposed to. I'd been exposed to it, but the schools were still segregated. So all of that I learned very quickly in the Army. I had only one disappointment. I've always felt a little bit guilty about it, because I didn't get to Vietnam, and if you were there, on active duty at the time, you felt like you ought to go.

I volunteered twice to go and one time I'm convinced that my company commander went to higher headquarters, and got them to not pick me but to pick another person. I'm just sure of that. He did it for good reasons. He wanted to keep me in the unit. But they asked if there was anybody willing to go to Vietnam, and I just felt like I should.

Then when I got to Okinawa, we had a detachment we put together—about six people—to go to Vietnam, to go inland and do some things. I'd volunteered for that and had been selected for that. The mission was canceled about five days before we were to depart. So I never got there. I've always felt a little bit bad about that, although I don't think it was without trying. I had a great military experience, and I continued for eighteen years in the reserves and retired from the Army Reserves. That's probably more about my upbringing than you wanted to know.

SS: Oh, no, that's all very interesting, and it sounds like it prepared for your later roles, here at the University, for example.

LS: Yes, when I look back at it, everything was probably as good as it could be. A good work ethic. My parents never took vacations. I never got that one exactly right, but my wife and I have adjusted to that. We've tried to do better on that. She's helped me a lot there.

Here is an early memory: I can remember my father driving right out here on Main Street, and slowing down in front of the Rotunda, and telling me as a very small child, "That's the University of Virginia, but the people that go there are better than we are." I grew up thinking that this was a place I could never get, never do. I probably would have applied, and I probably would have been admitted here if I had not gone to the University of Richmond. It's ironic how I ended up here after all of that.

SS: Yes, you ended up here anyway. The University of Richmond is a small liberal arts college?

LS: It is a small liberal arts college, with about 5,000 students. When I was there, it had a women's division and a men's division. The women's division was very selective and very small. It was six hundred students, if I remember correctly. I think the number of men at the time was about 3,000, and it was not selective at all. I mean, there were some really good people that went through there, but just like me, they happened there. It was

a private school, but it was supported by Baptists at that point in time, and so the cost wasn't like it is today. It is quite different today.

SS: Is that where you met your wife? You got married in your senior year in college, is that right?

LS: Well, that's an unusual story. My wife's father was born in Crozet. Her grandfather was an immigrant from Germany. He was a carpenter and he settled in Crozet and married there and had six children. My wife Jerry's father was on active duty and he was killed in the service, before she was born. He never knew her and she never knew him. That family lost two sons-in-law and one son in World War II. Her mother actually lived most of her life in Richmond and Amherst, but she would visit in Crozet in the summers.

It's quite clear that I knew my wife when she was five or six years old, and we started dating when I was fifteen years old. While I was at the University of Richmond, we were going together, and we got married once I knew that I was going to be going on active duty. We got married in December 1963. We have two sons Richard and Michael, two wonderful daughters-in-law Cheryl and Danielle, and four grandchildren Siena, Peyton, Grant, and Maegan.

SS: Let me ask a question about your time as an undergraduate. Did you have any career goals? At that time did you think about what you were going to do?

LS: I'd love to tell you that I had a plan to be COO of the University of Virginia, but that's just not correct. I had studied enough, based on guidance counselors and all of that, to know that I had an interest in accounting and business. I didn't know exactly where that would end up. When I went to the University of Richmond, I had an interest in business administration and accounting and just followed that track straight through.

I think one of the significant things is that I had planned to be able to find a job. I assumed after I went on active duty that it looked like I was going to be in Virginia, in the U.S. at least, and I'd be able to get a job with places like Haskins & Sells, which was a CPA firm. They had contacted me, and I simply put them off until after my military. There was a textile group out of North Carolina that had contacted me. Fortunately, I guess, I didn't go with them, because they no longer exist. Because I was going on active duty, they agreed and I agreed that I ought to just put it off and then contact them as I got closer. I ended up being overseas my second year, so I really didn't have much opportunity. What I did was I wrote a letter to a manufacturing company here in Albemarle County, Acme Visible Records, and told them what my situation was, what my background was, asked them if there was any chance that I might find out what jobs they had to offer.

They offered me a job by mail, and so I thought I was going to get off active duty on June 10 and I was scheduled to go to work June 15. They discharged me a week early, and so I had two weeks with nothing to do, which is the only break in service of employment I had had since I was ten years old.

SS: Well, thank goodness for that!

LS: Yes, it was good. Jerry and I spent it together at the beach and places like that.

SS: So you wanted to come back home?

LS: I always liked this area and wanted to be here. While I was in the military, I had been able to save enough money, Jerry and I together. When I went overseas, she moved back here. We bought a piece of land that we wanted to build our home on. We did. It is a beautiful piece of land in a beautiful area at the foot of the mountains. She has rebuilt that home twice, but we still live there. It's still modern, it's still exactly what she has wanted. It's too large now that the children are gone, but it's just fine.

So, yes, I came back here. I did not think I would be able to stay here, because very few people were able to. I worked for this manufacturing company for about nine months. The way I got to the University of Virginia was that they called me in and said, "You've really done a great job here, but to get ahead in this company what you really need to be in is sales. We have a position in Baltimore and we have a position in Dallas, and we would like for you to consider those."

I had been married for two years, had been away from my wife for one year, here they want me to pick up again, so I said, "I'm just going to get a newspaper and see if there's anything else going on." I got a *Richmond Times-Dispatch* from the drugstore, looked in

the want ads, and there was an ad in there from the University of Virginia looking for an auditor. I responded. The rest is history.

SS: It certainly is. Who hired you?

LS: Let me tell you what happened. I walked in, told the staff recruiter what I'd done, and what I wanted to do. He said, "Well, I think you're the right one for the job. But we've got to have an understanding." I said, "Okay." He said, "You're the first person I've ever hired, and I don't know how to fill out all these forms." He said, "If you'll be patient, we can get this done." So between the two of us, we did.

The director of personnel at the time, Joe Jenkins, went on to be the dean of administration at Piedmont Virginia Community College. He died about two years ago, but over time, he convinced himself that he was the one that had hired me and he was very proud of that. His daughter still stays in touch with me. Human Resources was a two-person show at that point in time.

Because I didn't have any experience, essentially, I had to take a clerical job, but my official job was to be an internal auditor. They had an auditor. They'd gone for a period without an auditor at all. They hired an internal auditor and then I was one of his staff auditors. There were just two of us at that point in time. The head auditor had been here about six months when I got here, and he actually hired me at the University, Irving Fisher, who is in his nineties. He came to see me recently. I asked him if I could come to

see him. No, he wanted to come over. So he came over to congratulate me on my retirement. He still lives in Charlottesville. He was retired military also.

SS: That was in 1967 that you were hired?

LS: February 16 was my first day on the job, 1967.

SS: What does an auditor do? Or I should ask what did an auditor do then?

LS: The office by the way was at the other end of the Rotunda from where we are sitting. The first thing I was given to do, with no real guidance, was I was asked to go down to the medical center and audit the anesthesiology department. Irv Fisher, who was the chief person, gave me some schedules that I ought to prepare, and what I ought to ask for, and sent me off to do that. The business manager's name was Mary Hale.

Then I audited the Alumni Association, which took about three months. As your outline indicated, Ray Hunt had been brought in at the same time in the same area to be the University comptroller. Up until that point in time, the president, the comptroller, and the bursar were really the three top administrative officers, and they ran the place. In 1967, the same week that I came here, there were two very senior hires made. I was not one of them, but there were two senior hires.

Ray Hunt was one of them and a University business manager Dick Shutts was another. That was the beginning of the expansion and growth of the University. I just happened to come in that same week. After about six months but less than a year, Ray Hunt took me out of audit and had me start doing things with him and for him.

We did the first University financial report, annual report. We had never had one before. We worked on the budget. I was put in a pool to add up the budget. Remember, there were no computers. Everything was done by hand at that point in time; and the budget, which was about that thick, was all typed. If you made a mistake, you had to go back and re-add it. It literally took ninety days to add up all the budget stuff.

Some things that I thought were an absolute waste of time, were hugely valuable. I'll give you one example of that. I'd been here a couple of years by then. They discovered that I had not had a salary increase since I'd been here. I had to agree to take no salary increase for two years since I had no experience. So they did something to help that.

Anyway, the federal government notified us that we had not filed financial reports on our sponsored research projects for multiple years, and that they were going to cut off the federal funds. One of the things that we had to do was an inventory of all the equipment that had been bought on scientific grants and contracts.

For literally thirty days, I was given a printout of little labels with a little number on them and a sheet of paper that had that number and the name of a piece of equipment and a

building name. I was asked to get as many of them done every day as I could. I went around to all of these buildings, into the basement, into the laboratory, to ask people, find out what room it was, and put a sticker on each piece of equipment and check them off the list.

I am convinced that people were jerking me around sometimes because I would ask for a piece of equipment that I could hardly pronounce the name of, and they would sort of chuckle and say, "It's over in the corner." I'd go over and put a sticker on the piece of equipment over in the corner. I don't know whether it was the right piece of equipment or not. But it put me in buildings and in places and taught me the University Grounds in a way that I could never have learned in any other way.

The other thing that happened at this point in time—we can't replicate today. I'd been here three years and it was Christmas Eve. Ray Hunt and I were working, and he'd asked me to prepare a letter for him. I prepared the letter. I took it up and he reviewed it and said, "Well, that's great. Let's go ahead and get it out." I said, "Well, will you sign it?" He said, "No, why don't you put it out under your signature." I said, "That'd be great."

So I came back to my office and I thought whenever a letter is put out, somebody has a title, so I went up there and I said, "Mr. Hunt, what should I put under here? I don't have a title." He said, "That's right, we've never given you a title." He said, "How would you like to be assistant to the comptroller?" I said, "That sounds great." He said, "Put that on there."

Another time, I got sent to the Office of Sponsored Programs to help them. I got to do some auditing. The state auditor came in, and we hadn't reconciled our bank accounts for two years. They said, "We can't finish the audit until it's been done." I was sent down to help the treasurer, David Moyer—who'll come up in our conversation in a moment—to do that work. The preparation of the financial report caused me to go around to lots of places. Ray Hunt would send me out to help with the George Mason College, which became George Mason University, and was a branch college at the time.

He sent me down to do some work at Clinch Valley College. (It's now a four-year college and has been renamed the University of Virginia's College at Wise.) What I mean by this is that I had an opportunity to see accounting and investments and personnel and facilities, in a way that you couldn't possibly today because of the size and complexity of this place. Plus, today, you can't just decide that you're going to put somebody over here in this job. We have to do searches, and there's such a thing as Equal Employment Opportunity. It was almost a joke that I didn't stay any place very long for my first five years here.

Clayton Willis at Clinch Valley had heard that I'd been given a particular job. He was a good friend and I'd gotten to know him well. He called and said, "Well, I just want to congratulate you." He said, "But more than that, I want to tell you not to worry." I said, "What do you mean not to worry?" He said, "Don't worry. Sooner or later, they'll find something you can do."

It was actually a blessing that I was bounced from one place to another, because I began to know things that other employees did not have an opportunity to know. In my final months as COO, lots of people have wanted me to talk about leadership and talk about my career. I have often said that, in a sense, I built a career off of doing things that other people didn't want to do.

People like Ray Hunt knew that they could ask me to go do something that some people might think was beneath them. I don't mean shady things or anything, but I mean jobs like putting labels on a piece of equipment. It ain't a big deal, okay? You ought to be able to get anybody to do that. I did, in fact, get a jumpstart on lots of things and a lot of people by the way that I was dealt with and the way I was helped.

Ray—earlier than almost anyone that I know—took me to a Board meeting, things of that nature. He was my boss and mentor for twenty-one years, and gave me great opportunities. I don't think I would have ever gotten where I did if it hadn't been for him.

I remember specific things. I was in this other wing over here. In those times, I was in a room a little bit larger than this, but not much. It had three people in it.

SS: Ten by fifteen?

LS: Let's say it was twelve by twenty. That's about what it is. Mr. Vincent Shea, who was the senior business financial administrative person at the time, and really made most of the decisions here, had an office right down the hall. I'd never seen him. People didn't get to see him often. He was a behind-the-scenes person, but a powerful person.

He would come up to that room about once a month and look in there, and just motion for me to come with him, and I would walk out and go back to his office. I'd come back up and sit down, of course, knowing that everybody was curious as to why I'd been called back. I wasn't going to say a word. Then about a week later, he would come up, do like that, and I'd go back with him. And an hour later, I'd come back. Well, they were curious, because no one got to go in the office of Mr. Shea unless you were the president or somebody like that. But he would call me back there regularly.

Well, what was really happening was back in the old days when you had an automobile, you changed the oil every month. He would travel about once a month. He would get me to drive him to the Charlottesville-Albemarle Airport, take his car, which he wouldn't trust with just anyone, down to a dealership on West Main Street and drop it off and I would walk back to the University.

It took me about an hour to take him out there and do that and get back. You know, the conversations we had in that car were pretty significant. I am convinced that at least one job that I got here—that was a significant one—where they weren't looking for a person with my background and skill, and they had had some trouble getting someone, was

because of him. I know Mr. Shea is the one who said, "I think you ought to get Leonard and put him down there and see what happens." I think it was all part of just being willing to do whatever people asked me to do. I have never felt that anything was beneath me. The military helped me with that a lot.

SS: It seems like also, maybe, it was the fact that you were doing good work and they trusted you to get the job done.

LS: You don't have to comment on this, but I'm not the smartest person in the world. There are a lot of people that I could point to that are intellectually much smarter than I am. I've got a reasonable share of common sense. I can make a decision and I can give people bad news. I always tell the truth, because I'm not smart enough to manipulate the truth. I've never believed I was. I wouldn't want to, but I also couldn't.

I've had the blessing of being physically durable. I just haven't gotten sick. I can go long hours. I can work twenty-four hours. I have had to do that on occasion. I can do that. I've had a wife who was understanding and supported me. That is terribly important. She boosted me up sometimes when I'd get down. She was as much a part of the University as I was. I'll say this probably several times, but she is absolutely my social crutch. I am not comfortable. I can do it. I've done a lot of it.

SS: I'm sure you have.

LS: I've done a lot of it, but I'm not comfortable with it, and I'm much more comfortable when she's with me. We've been a great team. She's been very good and very loyal.

SS: It sounds like quite a partnership.

LS: Yes, she's special.

SS: You've had several long partnerships, obviously not marriages, but at the University.

LS: I think that hits the idiosyncrasies of me and the early life. I will round out with one story that's about elementary school. But I think that it tells a little bit about what I thought life was supposed to be. You were supposed to do things people asked you to. I went seven years at Crozet School, first grade through the seventh grade and then went to Albemarle High School in eighth grade. My seventh grade, I really didn't go to school.

My seventh grade—and this is not an exaggeration—it's embarrassing, but that's okay. They asked me to be one of two people that were the projectionist for the school. For any class that wanted a movie, someone had to run it. We didn't have videotapes and we didn't have the Internet. You had to set up the movie projector. Also, the school ran a candy store at lunchtime from eleven-thirty to twelve-thirty. I was one of four people that would open the little store and sell candy bars and things in a little pump house outside, take the money, turn it in, and put all the stuff back into a thing that kept the mice out and lock it up. At that time, they had no inside gym. It was an outside

basketball court. The balls would roll out in the road, and so they asked me and another person if we would build a fence around the basketball court. That took me a while, but I knew how to build a fence. I had built fences. I knew how to dig.

Honest to God, with those three things, I spent very little time in class in the seventh grade. Fortunately, I had the same teacher for the seventh grade that I had for the sixth grade. She knew enough about me that she was able to get me through things, and it was all right. I just thought that's what you were supposed to do when you were asked to do things. I never really changed. In the military or anywhere else, I just felt like that if I was employed by someone, as long as they didn't ask me to do something dishonest, that I would try to do it. I don't regret that at all. I know that was a little bit unusual, but it didn't hurt me, and I didn't know it at the time.

SS: You still graduated at the top of your class.

LS: I was able to do the math and the sciences, but I was less comfortable with foreign languages and those kinds of things. I passed Latin, but I didn't enjoy it. I sort of knew where my place was. I really like making things happen. I like operating things. I didn't like the Army much when I was there, but I liked it a lot after I was gone, because I realized I'd learned so much. I like to make things happen. That's why I ended up here. That's probably more detailed than you wanted.

SS: Oh, no, this is exactly what we want. It's perfect. Well, you've done a good job of describing the administration that you came into.

LS: Yes, that's where we came in.

SS: You were telling me some stories when we first met to talk about our interview, and you thought that a good way to describe your time at the University would be to divide it by the University presidential eras. Why don't I put this on pause for a minute?

(Off record)

LS: So we'll pick up with the Edgar Shannon years. He stepped down in 1974, so between 1967 and 1974 was the first seven years of my time here. It was a period when I was not in a management position. It was a period when people like Ray Hunt were assigning me to special projects, temporary jobs, problem solving, and getting an issue resolved. But what they were doing is they were moving me around the medical center and the University, and I was getting to meet people and I was experiencing things that I still draw on, even today.

It was not clear to me at the time, but that was a unique experience not everyone had. While no one set out with a plan and said, "Here's what we're going to do with you," they were willing to ask me to do things because they knew I would be excited about whatever they asked me to do and would do my best. There were other people who

might have been more logical, but they had a different view of what their role was in the University, and it wasn't to solve these problems.

It was a period of time where I was actually being given an opportunity to show what I could do. I was moving out of the entry level, up to where people were willing to trust me with more significant things. I think if one looked at segments of my now forty-five years here, those seven years were much more important than any of us realized at the time—or that anyone really intended—but they just worked out that way.

Of the presidents that I worked for, Edgar Shannon was the one that I probably knew less about on a direct basis, but I saw how he functioned. I was very much aware of the period of time around the Kent State shootings, which we ought to talk about a little bit. In retrospect, and in what people like Mr. Shea and Frank Hereford, the next president, told me, and what I was able to talk about with Mr. Shannon after he stepped down as president, he brought something to this place that is unique among the presidents.

He set the stage for the academic quality of this institution, our research productivity, our reputation as an academic institution, and a faculty that was ready to take on a national, public university role, in a way that is pretty spectacular. If you look at the big names among the faculty in the last three decades, you will find that a significant number of them—I didn't say all—were hired during the Edgar Shannon time.

SS: That's interesting.

LS: Edgar Shannon set up programs like the Center for Advanced Studies in the Sciences, where he would make opportunistic hires to bring someone in who had a very strong scholastic record. Even though he might not have an opening in their discipline, he would put them in the Center for Advanced Studies for up to three years and let them do research until that position opened up. He built a stable of very strong academics, people who were young in their careers but showed great promise.

We have just gone through a decade when many of those people have retired. Some of them are still here, and some of them will say that they were here because of Edgar Shannon. He was not a person who worked himself up through the ranks. He was an English professor, and he was tapped and pulled out of there, much to the surprise of a lot of people who said, "What can an English professor know about running a university?"

He knew academics, and he knew scholarly works. He was a Tennyson scholar and he made real contributions. During the time that he was here, the Vietnam War was building up. We went through several difficult periods in the time that he was president because of external issues.

One of the big ones was in the period of May 1970, when the Kent State shootings kicked off a series of riots and unrest on college and university campuses around the country. We were no exception. It was during that period of time that, again, some of my special assignments took on an emergent need and I had opportunities to do unique tasks.

It wasn't funny at all at the time—and I don't mean to make little of it now—but it was humorous in the sense that my first visit inside the president's office was during that period of May 1970. My first visit was at two o'clock in the morning. My assignment was to guard the president's office and make sure no one broke in. I tell a little joke on myself. I was in the front of the building. I was not allowed to have the lights on, and I heard something in the back of the building. The building was Pavilion VIII, one of the Lawn pavilions where the president's office was. It's probably important to make that point. The secretary to the Board of Visitors was on the upper level. The general counsel was in the basement. The president's office was on the main floor. I was physically, literally, up on the second floor, where I was told to stay and guard that building. I was to call the police if anything happened.

SS: Did you have a gun?

LS: No, not anything like that. In my tour of two to four, I heard something in the back of the building, and I went in the dark out into the hall. I fell over the top of something, flat onto the floor. I picked myself up, got to the back, and discovered that the noise I had heard was a security guard shaking the door to make sure it was locked. So there was nothing wrong. The rest of the story is: I tell people it was another two to three years before I was ever invited back up there in daylight to see what I fell over. There was a table in the hallway that I literally had fallen over the top of.

During this period of time, a week later, things had gotten worse and there were some fires started on Grounds. There was a huge number of people from outside of the University who were coming here with speakers and who were trying to stir up the students. And some of the faculty were threatening not to hold their classes.

Out here on the Lawn, I remember an impromptu concert. It was like a carnival affair in the courtyard identical to this on the other side of the building. See where we're looking out here, there is a fountain. I remember a woman sitting there very much in the attire of the day, which we would have described as hippie attire, with loaves of bread on this side and huge jars of peanut butter on the other side. She would pick up a slice of bread and put her whole hand down in the peanut butter, slap it on both sides like that, and hand the bread to the masses that they were feeding. I'd say half of them were students, half of them were not.

It was during that period of time that things got so bad that the students and the people who were here were very outspoken about the presence of uniformed police officers on the Grounds. A decision was made to relocate the president's office to the building and grounds department, over on the west side of Grounds, in a little metal shed over there and have them operate out of there.

They took four of us and asked us to work our regular shift during the day and then to come back at nine o'clock. It was daylight savings time, so around dusk in May. We did not get a police car, but a Buildings and Grounds pickup truck, and we were asked to

patrol the Grounds. There were two trucks and four of us, so we had a partner. We would patrol the grounds and theoretically we would report anything that was out of kilter.

At the same time, the Virginia State Police had moved some 275 troopers in here to keep order. They were all parked at University Hall, in the parking lots over there. My first time to speak to a president was during that period. Again, I've always been a little fearful of being late for my appointments and particularly worried if it's an important appointment. I considered patrolling the grounds of the University as a responsible job and I wanted to be on time.

My guess is that I was a good thirty minutes early—and maybe a little bit earlier than that before nine—and I parked my car somewhere. I don't remember exactly where, but I knew I wasn't supposed to park it over there. I walked over there, across Grounds. There is a huge parking lot, it's a little hard to visualize, but the metal building in which they were located is on one side of it.

I was just entering the other side of the parking lot. It was large enough that I would say 250 cars could have been stored there, but of course there weren't any cars in there. This was at night, and everybody was gone. I was still young enough at the time to look like a student. I didn't have a tie on, everybody was supposed to wear a tie, but I was told that I shouldn't have a tie on for this job. I'd just ride the pickup truck around and look like a Buildings and Grounds employee.

My first inquiry of a president was to Mr. Shannon. My memory of him is standing on the other side of the parking lot talking to the captain of the Virginia State Police, who was here in charge of the 275 troopers. Mr. Shannon, who was a big man in stature, very statesman-like person in reality and in appearance, bellowed out in a very loud tone, "Young man, can I help you?" Seeing this as a real opportunity to impress the president, I said something very profound, "No sir, Mr. Shannon, I'm just here to pick up my pickup truck." (Laughter.) That was my first exchange with a president. We often laughed about that afterwards.

During this period, it seems to me that it was at least five nights—maybe one or two more—we patrolled the Grounds. Typically, I would get through by midnight or one o'clock.

I remember one Friday night—this was towards the end—it was when the state police said, "We're going to eliminate this problem and get these people off the Grounds. We're going to have a curfew. We're just not going to have all these outside people here." I was on duty. We had walkie-talkie radios, but they were so poor in their performance that they wouldn't go very far.

What I was told to do is to stay with my pickup truck and to drop off one of the people at another location where they could see what was going on. I was to go to the top of Carr's Hill, where the president lived and broadcast from up there, so that I could relay the messages. I went up there and had a beautiful view of Madison Hall. I saw 275 state

troopers, along with some University Police and some sheriff's department staff from Albemarle County, lined up on the Madison Hall side of the rock wall. I observed a person count down from three, two, one, and saw all of them go over that wall at one time and simply sweep the Grounds of everyone that was on the Grounds.

There were people who were arrested that night who were living in University housing, but happened to be out on their porches and didn't think they should have to go in when they were told to do so. The police pulled a Mayflower moving van into the intersection of University Avenue and Rugby Road, right here in front of the chapel, where we are, and parked it.

They began to bring people back there who had been arrested. This was at a time when there was a very high profile on police brutality. Everyone was very sensitive to that. Over the course of the evening, they arrested seventy-eight people and put them in the back of this Mayflower van to take them to the magistrate's office.

When that started to happen, I was asked to go from Carr's Hill, down to the van and observe what was happening, to keep the president's command post informed over at the metal building near the Facilities Management. They were getting all their information from about four of us.

I saw an incident that was reassuring to me. One of the groups that they had brought up here was state troopers who were in the training school.

These were probably fifty people who were in various stages of their training. This was one of their first experiences. I saw two troopers put a person up in the van in the trailer. It was a full-sized tandem trailer, and the person they put up in there just did not stop mouthing off. I mean he called the police everything he could think of totally inappropriately. I had not seen anything done wrong at all.

They put up with it for a while, but it wasn't very long before the two of them said something to one another and went over to the back of that truck and called this guy up to the end of the truck. They took him down out of the truck and around to the side of the truck. I said to myself, "This is really going to test me, because I might see something here, and if it's inappropriate I'm going to have to do something about it." That was all going through my head.

I was close enough to hear them and I heard these two troopers say to this guy, "Look, you are being completely obnoxious." I'm paraphrasing a bit because I don't remember precisely. "You're being completely obnoxious. We ought not to be condoning anything that you're saying to us. It's out of place. You need to understand that you don't want to be in the back of that trailer any more than we want to be here putting you in the back of this trailer. The best thing for you to do for yourself and for us is to get back up in that trailer and keep quiet." Then they took him back and put him up in there and that person did not say anything else.

It was meaningful to me. I have always had a huge amount of support for the military and the police. I'm patriotic. I have had members of my family that were police officers. I always respected what they had to put up with. One of the branches of service that I applied for that I didn't get was the MPs. I have a son, Rick, who was an MP, who is now a University Police officer, and a daughter-in-law, Cheryl, who's a lieutenant with the Charlottesville Police Department. I admire them.

This was a period that was very difficult for Mr. Shannon, because he was not necessarily in disagreement with some of the things that the students were advocating. He had people in the General Assembly who couldn't understand why he didn't tell the faculty to teach and the students to shut up. He was caught between a rock and a hard place.

As you would expect, everyone from the Governor to the Board of Visitors was invested in what was going on and were trying to advise the president on what to do. Mr. Shannon's son-in-law wrote a manuscript on these times from the family members' perspective. I saw a draft of that. I don't know what happened to it. I don't know that it was ever published, but it was a heart wrenching description of what Mr. Shannon was going through from the perspective of trying to get things settled down, and to try to do what was right for the University to deal with outside influences, and not to compromise the values of free speech and all that he stood for.

It was a hard thing for him to deal with. Of course, he was not dismissed from the position. He managed that very well, even though he had very critical things said about

him, as would have been the case for anyone during this period of time. I believe history has shown that he did a wonderful job.

SS: Were you present for his speech?

LS: Yes, we were pretty much working undercover. That's the wrong word, but without identification. Again, that was a huge experience for me and it influenced the rest of my life and my respect for presidents.

This was a situation where I've always felt bad about what happened to my wife during this period of time. On that Friday night, normally, I would have been home at one or two o'clock. They dismissed three of the four of us, but asked me to stay on until everything quieted down until the sun came up. We had no cell phones. I had no way of calling my wife. She started hearing on the radio that there had been seventy-eight people arrested. There were allegations of police brutality. There was a local radio announcer who had been a local hero who took on the University, and was criticizing the way things had been handled. It was just a real bad scene.

Jerry called the University Police and asked if there was any way that they could find out if I was still here. Well, they didn't know I was still here. The command post had asked me to do this, so she was told no, that everyone went home at one. Here it is five in the morning, and she doesn't know what's happened to me. This was her first experience of anything of this significance. We had a lot of learning in that experience. She was much

better able to handle uncertainties after that, but it was a difficult time for her during that week, because I was not home much, and she was worried.

SS: Did you have small children then?

LS: One of the two had been born at that point in time. My oldest son, Richard, was born the same year I came to work here in 1967. This was a period where I didn't have a management role, again, but I had lots of activities and a lot of experiences that, as I've said, in several ways were very meaningful to me.

I simply had not had exposure to academics of the magnitude of Edgar Shannon. I would have to say that he is one of those people who has had an influence on this university that reached far and wide. He got us through a very difficult period. He built a faculty that has been second to none and was respected hugely for his scholarship. After he stepped down as president, he continued on the faculty and contributed greatly in that way. During that period of time, I got to know him. I got to know his children. He had five daughters. Mr. Shannon certainly had a legacy to be proud of and made huge contributions to this place.

SS: That's great, thank you. One thing that happened during his years that you said was a very important thing for the University was coeducation. That happened the same year as Kent State, I guess.

LS: Yes, that happened in the fall. There were two things that were going on around coeducation. Of course, it's hard for one to imagine that before 1970, we didn't have women at this university. We had women in nursing school, and there were practically no men in nursing school at that point in time. We had some women in the School of Education. It wasn't the Curry School at that time. But not much beyond that, in fact, there were almost no women in the College.

Edgar Shannon believed that one had to have a full real-life experience and that having an all boys—fairly economically strong group of men here—was not the real world. He believed there were all kinds of reasons that women ought to be educated equally to men. And not long after that, he and Dean of Students Ernie Ern, Admissions Dean John Casteen, and others shared that point of view.

Everyone knew that, politically, one would not be able to reduce the number of men, so it had to be accomplished in a way that was gradual enough that you could absorb the physical changes to the Grounds that were necessary. I mean, such practical things as how do you handle the dormitories? How do you handle the women's restrooms? We'll need more. Will they eat the same things? Will the boys be able to study? All of those kinds of things people were using as reasons why we ought not to be doing this. So all of that had to be dealt with.

So the decision was made that not only should we cause it to happen, but we ought to cause it to happen at the time that we're going to grow rather dramatically. There were

plans to grow the University coincident with the admission of women. I won't be using the right legal terms here, but there was a group of women that agreed to sue the University for admission, so that the courts could rule that the University had to admit them. It occurred just as it was expected, and in the fall of '70 we admitted our first women.

None of the bad things that everyone thought would happen happened. And a lot of good things that people had not talked much about did happen. In the period of the early seventies, the personal attire of students on colleges and universities was not much to brag about. It was amazing how the males began to cut their hair a little bit and to clean their act up when all of a sudden there were women around.

The performance in the classroom was dramatically improved, because women came here with the intent to get an education. There were some of our men here who may not have come for that reason. So the competition became extraordinarily improved, and as a result, people who were more academically inclined—both male and female—started looking at this place and over time, as we grew the place, as we added dormitories, as we became more selective, both the academic performance of the men and women improved.

Ernie Ern, who was dean of students at that time and later became vice president of student affairs, was key in determining how large we should become during that period, and particularly as the women started coming in. We set 16,400 as the level that we

ought to be. The community thought the world would come to an end if we ever got that large, but it all worked out just fine. Not just fine—it worked out wonderfully.

I say without hesitancy that there are two events that without any doubt in anyone's mind changed the way the University of Virginia exists today. One was Mr. Jefferson's creation of the University. The other one was the admission of women. We've never been the same since, and it's all been on the positive side, no question about it. Mr. Shannon saw us through that and that's another one of those parts of his legacy that changed the history of the University of Virginia forever.

SS: Before we move on to the Frank Hereford years, let me ask you: Did you take time off from your position to get your master's degree?

LS: I did. Thank you for asking that. It was one of those moments in life that you absolutely remember. It was about 1970, plus or minus a year. Ray Hunt called me in. It was one of those conversations we used to have. He said, "You know, you've done a nice job here, but if you really want to progress beyond where you are right now, you're going to need an advanced degree of some sort."

He said, "I would like for you to seriously consider going back to get a master's degree. We've got a new program coming in the McIntire School, which will give you a master's in accounting. It would be logical that you consider that. Now, you're perfectly welcome to choose not to do it. We're going to continue to try to find the things that you

do well. I'm sure you'll be successful, but you simply won't be able to do some things if you don't get that ticket punched. You think about it. Let me know what you want to do, and I'll be glad to help you any way I can."

The last thing that I wanted to do was to start that, but I knew he was right. I took part-time courses. They let me take one course a semester, up until I got to where I had to meet a residency requirement of at least one semester to get a master's degree. I took off from January through early May to get my semester in to get my master's degree and finish my thesis. I got it done and graduated in May of 1974. The person who was the chair of my thesis committee, Whit Broome, was on the faculty of the McIntire School. He retired last year. He's still a close friend and has followed my career, and has been a part of telling me how pleased he is at various points along the way. It has been a real reward to have that friendship. Ray Hunt was right again, that that was important, and it served me very well.

SS: Did you find the things you learned working on your thesis and in school helped you in situations in your job later?

LS: It made me more current in the field of accounting, which was still important at that point in time. It helped me see the University of Virginia academic community from a view that I'd never seen before, which was important. So, yes, it was a great help to me. Can I point out to you that I learned techniques that I used the next year and have used ever

since? No, but that really wasn't what it was all about. It was worthy for a number of reasons. It was very hard for me. I had great difficulty staying away from the office.

SS: I can see that.

LS: I would go in in the afternoons and try to make sure I was keeping things going. Jerry would tell you it was one of the most difficult periods of my life, because I didn't know whether I had my priorities right. I just didn't know. I know now that I did, but I didn't know it at the time.

SS: Okay, that's interesting. Thank you. I guess we're now going to move into the Frank Hereford years, 1974.

LS: He was a very different person from Mr. Shannon. Yes, he came in '74, and stayed until '85. I believe I'd be correct on that.

SS: That's right.

LS: Frank Hereford had been here a long time. Just as Edgar Shannon, he had been on the faculty. He was very much involved with the Manhattan Project, which was the physics project that led to parts of the atom bomb. He had been provost for a while. Provost was quite a different position at that point in time. The provost became a fourth person with

Vincent Shea, the president, and Ray Hunt. Those were the four who by that time were running the University.

Frank Hereford told me one day that he considered himself the president of consolidation. He went on to tell me that Edgar Shannon had built the academic platform. Colgate Darden had built the public platform. It was his job to rally the alumni, the General Assembly, and the external constituency to support what we were trying to do here. The first capital campaign was under Frank Hereford. It was successful. It was to be a $90 million campaign. We raised $114 million, if I'm remembering correctly. It was something like that, I could be off $10 million, but it's not far off. He's the first president that I really began to work more with. He came on in 1974. It was in January 1975 that I was asked to be the understudy for David Moyer so that he could retire.

SS: Who was David Moyer?

LS: He was the bursar. Excuse me, he had been the bursar. He'd become treasurer by that time. The treasurer's role was to take the cashiering, all of the financial pieces—the student accounts, the billing and receivables areas. It was the structure that became part of the modern university.

David Moyer was a person of great reputation for his outbursts. He was extremely gentle and kind to women, but he detested law students, because he thought they were arrogant.

He held in disdain the dress of students, who used to come in coats and ties and now they would come in shoes with no socks and jeans and T-shirts. He never adjusted to that.

He was notorious for his lack of telephone etiquette—to put it mildly. He would call someone and say, for example, "Is Leonard Sandridge there?" A secretary, who answered the phones in those days, might have said, "Yes, may I say who's calling?" He would say, "Jesus Christ," and then take his phone and beat his desk with it.

SS: Oh, my gosh.

LS: In fact, we passed his desk around for years because it had all these dented places on it that reminded us to tell the David Moyer story. I had been sent to Garrett Hall to help Mr. Moyer reconcile bank accounts as required by the State Auditor of Public Accounts.

Ray Hunt, when he took me down there, said, "Now, Leonard, you're going to be meeting a David Moyer. There are some people who say he's a bit difficult to deal with. I really haven't experienced that, but if you encounter some problems, just bear with him, I think he'll be okay. I think he'll do okay with you." I went down there. I was introduced to him. He handed me a stack of papers about a foot thick—accordion files—they were filled with bank statements for the University for two years.

He said, "There's a desk out on the balcony out there where you can work. Just go out there and if you've got any questions, let me know." I went out there and spent about

two hours. I went through the papers and did what I thought any good person would do. I made my list of questions. I separated things out. I thought I knew what to do. I had some questions. I mean, I'd been given no guidance. I knew what the bank statement was, but I didn't know how the University's check register worked. I had some questions.

After about two hours, I went back to Moyer's office. Let me paint the picture. I had one son. I had a wife who was at home pregnant with our second one. I go to his secretary, Mrs. Smith—a name I remember today—and I said, "Mrs. Smith, I wonder if I could see Mr. Moyer just a moment?" He kept his door shut all the time. And she looked a little startled and said, "Okay." She goes and knocks on the door and there's this deep voice from inside that says, "Yes?" just about like that. "Mr. Sandridge here to see you." Silence. He comes out and opens the door.

I said, "Mr. Moyer, I wonder if I could just ask you a question about some of these materials." I said it just like that, I'm not exaggerating. The response was: "Give me those things. If you don't want to do the work, I'll do it myself." And he slammed the door. So I went out on the balcony.

This was one of those defining moments. I must admit that I went through thoughts like: "How do I tell my wife? What do I tell her?" I didn't call her. I said, "I could call Ray Hunt and tell him what's happened, but I don't know whether I've done everything I

should do or not." I literally sat there shell-shocked for two hours, trying to figure out what I ought to do.

I finally said, "You know, this just isn't right. I've got to hit this head-on. If I back away from this one, I won't be able to work with him anymore." I go back to see Mrs. Smith. I said, "Mrs. Smith, I'd like to see Mr. Moyer." Now she thought I was a little bit unbalanced when I wanted to see him the first time. She was sure this time. She said, "You want to see Mr. Moyer?" "Yes."

I stand right next to the door. She goes, knocks on the door, and said, "Mr. Moyer, Mr. Sandridge here to see you." I'm standing there when he opens this door. I said, "Mr. Moyer, you've got to give me a minute." I said, "Yes, I want to do this work. Yes, I think I could do it. Yes, I think I could do a good job for you. But you have got to answer a couple questions for me, because I just can't figure it out on my own." He said, "Come in and sit down." He never raised his voice to me again.

I would like to tell you that in 1975, which puts us back in the Frank Hereford period, that I was selected to be the treasurer of the University to replace Mr. Moyer because of my immaculate record and my knowledge of investments and all of those things. That just wasn't the case. I was selected to be treasurer because David Moyer was asked: "Under what conditions will you work with someone to share with them all you know so that we can have a reasonable transition? How long will you do it?" I am convinced they suggested various names.

They asked him if he would deal with me, and he said, "Yes, I will." He said, "He can come down in January." I had theoretically six months to work with him. He never was disrespectful to me. He shared things with me in bite-sized increments. When he was going to rip a Law School student apart, he would come and get me and say, "You might want to watch this." And he would rip them apart. When people would come to see him because they had a financial problem, he was the only one who was allowed to deal with it.

He would come into the office in the mornings, right at eight o'clock, and he would stay there until right at quarter to twelve. He would get out of his office, he would walk out, go somewhere for lunch, and he would come back an hour later and come back upstairs. I was up on the balcony where I would often see him going out. He would almost always be looking at the ground when he left. About the middle of June, one day, I just happened to be looking when he went out and he got about halfway to the door, and he stopped and stood there and he turned around and looked up where I was and he waved to me. He never came back.

SS: He just waved?

LS: He just waved to me and left. We never saw him again.

We know that he went to Salem to live near his sister. About three months after he left, we had an investment matter that we had to deal with, there was a lawsuit involved. The

lawyers needed some information that only he had. They tried to decide who should contact him, and they decided that I probably was the only one that could get anything. I sent him this package of materials and asked him if he would review it and see if this was accurate and, if so, sign it.

I put a note at the bottom, "Mr. Moyer, I'm very sorry to bother you with this, but only you can help us. I would be personally grateful if you would look at this and sign it." I sent it to him. He always did things immediately. The return mail comes back with a note on it, "Only because you asked me," and he signed.

About that time, we hired Alice Handy. Ray Hunt and I used to argue over whether I hired her or whether he did. We both wanted to take credit for it. She was from the Traveler's Insurance Company. She was the second person that I had ever been engaged in hiring. She was our first investment person and she joined me at the time that I became treasurer. When I was doing the financial report, I hired my first person—a woman right out of William and Mary—who was a CPA and did the accounting. She is now a faculty member over at Piedmont Virginia Community College. Linda Crosby Hitt.

It was our job to set up the first endowment activity. Up until that time, we had had one person that managed all of our funds. Alice and I set up the endowment. We handled insurance, we handled accounts receivable, we handled student accounts, and we handled

cashiering. She didn't have enough to keep her busy with the endowment, so she also managed the license plates for state vehicles. We joke about that a lot.

She's a hugely successful investment manager now, locally, and she's doing national work for twelve college and university clients now. She stayed with us over thirty-five years.

During that period of time, I guess I made at least one person angry. I had a bomb threat that actually followed me home and threatened me at home.

SS: My goodness.

LS: Nothing ever came of it, but I was growing up with the real University. These are things that happen in universities. I had a good stint down there. I'd come up with the people that I was now supervising. I think that that's always influenced the way I've dealt with people who have worked with me, because I was one of them. That made a difference. That was my first large group of people to supervise.

SS: How many was that?

LS: That's a good question. I would say, with cashiers and with clerks and all, about thirty people. The budget was a big thing.

Frank Hereford was president during this period of time. Even at this point, I knew him and saw him, and he would know who I was, but I didn't really work with him very much. We had a person who had been the budget director, and he left to go somewhere else. I was asked to work with Peter Munger to advise Ray Hunt on who we should hire to be the budget director. We went through a search and concluded there was no one in the pool who was the right person for the job.

Ray Hunt responded, "That's all right. We'll just start over, and we'll get it done." About two weeks went by and we're starting the process all over again. Ray Hunt calls me to come up and see him. I went up to see him, and he said, "Mr. Shea and I have been talking, and we think we're making a mistake to go to the outside to hire a budget director. We think you ought to take that job."

I believe he also indicated that they had consulted with the president, and he thought it was a good idea. Or later they consulted with him. I can't remember exactly. Well, that was one of these cases where I was having great fun in the treasurer's operation. I really loved that job. I was on a schedule. I loved being in a groove. I planned to be there for a long time.

I had to go home and say, "Jerry, there's good news and bad news. The bad news is that I've got to give up the job that I've loved. The good news is that they want me to do one that they think is more important." So, I believe it was February of '77, not quite two

years after I'd taken the treasurer job, I came back up to the Rotunda to be head of a smaller group, frankly, but to do the budget.

SS: These were two different offices?

LS: By that time, we had a treasurer's office and we had a University comptroller's office. The comptroller handled the spending side and the treasurer handled the revenue generation side. I was the revenue generation, Peter Munger was the spending side, at that point.

I came back up here, and this was really the beginning of a new phase of my life. Ray Hunt began to have me do more than what the previous budget director had done. He had me work with deans. He began to take me to Board meetings. He allowed me to present to the Board. He and Frank Hereford would sometimes go to the General Assembly, and I would drive them down and I would go with them. For a young person who had not been here very long, by the standards of that time, this was tall cotton for me.

I was working really hard. I wasn't sure I deserved it, but I've never felt like I really deserved it. And I was afraid I would let Ray Hunt down. That bothered me a lot. But it went very well. A number of humorous things happened along the way. I remember when I came here, talking to the people who were the staff involved with the budget preparation, which was a huge manual job. We had no computers or anything, even at that point in time.

I said, "Do we have any problems?" "Well, no, we have some problems, but we know that there're going to be problems, so we budget for those." I said, "What do you mean by that?" They said, "Well, we have some departments that just ignore our budget, but we know how much they're going to spend, so we plug in the right numbers. We keep control of it." I think they really did that. I said, "Well, tell me who some of these people are." Well, they said, "One of them is this person, one of them is that person, but the one we have a lot of problem with is the dean of admissions." I said, "Oh, really?" I said, "Well, I'd like to talk to the dean of admissions."

About a week later, it took us a week to get the meeting set up, the dean of admissions, Mr. John Casteen, shows up to talk about his budget. He came to my office, and I think I even called him Mr. Casteen at this point.

"Mr. Casteen," I said, "You know, we have a problem that I need to talk with you about." I said, "I'm just getting started here. I'm trying to get my feet on the ground, but I understand that we pretty routinely have some difficulty with compliance with the budget for the admissions office. I just wondered what we could do about that."

John—from that day until today—always talked at meetings like this, he never moved. He said, "Well, I can tell you, I don't have time to fool with that stuff." He said, "I'm a busy person and, frankly, this financial stuff I'm just not going to worry about." I said, "Well, Mr. Casteen, you and I have a serious problem. Because you're responsible for admitting students and that's taking all your time and I'm responsible for running a

budget that's financially and fiscally responsible, and you aren't allowing me to do that. So what are we going to do about this?"

It was almost exactly like that. And I'm just praying he'll say, "We can work something out," because I don't know what the hell I would do otherwise. He paused for a moment and said, "You know, you're absolutely right . . . Tell me what I need to do." We got that worked out.

SS: So what did you tell him?

LS: I helped him figure out how much he really needed to operate. We gave him a proper budget. We told him we would help him. I would assign someone to work with him on the budget ongoing and it was just fine. So this would have been 1977, because it was early in my time there.

Two years later, he became Secretary of Education and went to Richmond. It surprised all of us. This is still during the Frank Hereford presidency, and I'm going to go right now back to Frank Hereford, then I'm going to work John into it. Ray Hunt has, at this point, become the vice president for business and finance, because in '77, Mr. Shea stepped down and went back to teaching.

Now the people who have shepherded me along are beginning to be in positions of authority. Ray and Frank Hereford are very close and worked together extremely well.

Ray is still new in the job that he's eager to please and do right. He's taking me to Board meetings. I sat on the far side of the wall. On this particular morning, which would have been early January of 1980, John Casteen has gone to the General Assembly session when it opened and has given a speech on higher education. John has made a fairly significant, as I learned, mistake in his speech, which was not pleasing to President Hereford. I go to this Board meeting, and once again, my habit is to be a little bit earlier than I should be.

I'm doing my work, looking down. They're ignoring me, I thought, and the conversation is going something like this: "Well, did you see," Frank Hereford said, "What Casteen said yesterday to the General Assembly?" (John knows the story, so this is nothing to keep from him.) Mr. Hereford said, "He made a mistake."

Ray or someone else said, "Well, what should we do about it? Should we send a correction?" "I don't think we can wait that long. We need to tell him. We need to tell him that he did it and he needs to get a correction out." "We ought to send somebody down with some stature to do that." "Well, I don't know who can do it. We have a Board meeting. Ray, I can't go. I've got to be here, and I don't think you can go. I want you to stay here." There was sort of a lull in the conversation, and Ray said, "Well, I've got an idea who could do it." I'm still ignoring them all. Frank said, "That's a great idea—Len." (Laughter.)

All of a sudden, I realized that they want me to go down and tell John Casteen he's made this mistake. All right. So as a result of some of the state budget work, I knew the previous Secretary of Education, and the secretary to the Secretary of Education, I had communicated with occasionally. She was now John's secretary. Later she became a great friend of John's. Her name was Dotty Berlin.

I got on the phone and I said, "Dotty, I've got a problem. I'm just going to lay it all on the table and you've got to tell me what I can do." I said, "I have been told that I've got to do this today. It means that I've got to see John." She said, "Oh, I don't know how you're going to do that." I said, "I don't either, but you've got to help me."

I said, "Here's the story. He's made a mistake that needs to be corrected. They want me to come down and tell him. They don't want to tell him on the phone. They don't want to write to him. They want somebody to tell him in person." Dotty said, "Oh, gosh, how are we going to do this?" "Well, I don't know, Dotty, but I really need some help." Dotty said, "How long will it take you to get here?" I said, "An hour and twenty minutes." She said, "Get in the car. When you get here, he will be expecting you. I'm going to tell him that you're in town and you just wanted to stop by and say, 'Hi.' When you get in there, you can tell him whatever you want."

So an hour and twenty minutes later, I'm there. She looks at me and winks and said, "Oh, Leonard, John was hoping you could drop by." The door's open. She goes and says, "John, Leonard's here." "Well, great, have him come on in." I go in, she says to

us, "Would y'all like some coffee?" This becomes really important. I said, "Well, sure." John says, "Yes, get us two. You wanted yours black, right?" I said, "Yes." "Two cups of black coffee."

Then he starts talking about how he's decorated his office, the sailing he's been doing, and I've got a cup of coffee in my hand. He's got a cup of coffee in his hand. It's a porcelain cup. This is all important, all right? So we go through all of this, and I realize now that I'm nervous. I'm holding the cup, but I'm pushing nervously on the handle with my thumb. After all the niceties, he said, "Dotty said you had something you wanted to tell me." He leans across the table, just like this. At that moment, the handle of the cup separates from the cup, and coffee goes everywhere. (Laughter.)

SS: Oh, no. (Laughter.)

LS: I don't know what to do. He says, "Well, let me get Dotty to help us." He went over and called Dotty. Dotty comes in and looks and starts laughing. We clean it all up, we sat down, I have a new cup, which I don't touch, John says, "Now, Leonard, what were you getting ready to say?" I said, "John,"—all the wind is out of my sails by now—"just let me tell you what the story is." I said, "You made this speech. You made a mistake. I've been sent down here to ask you to make a correction."

He said, "What did I do?" I said, "Here's what you did." He said, "What should it have been?" I said, "It should have been X not Y." "Well, we'll have to fix that." He goes

back over to the same phone and he says, "Dotty, I've got to put out a correction to this talk that I gave yesterday. I'd like to do that this morning. I'm going to give it to you and you can walk it around." He said, "I really thank you for telling me." I get out of there as quick as I can. (Laughter.)

I'm beginning to have those kinds of relationships. I worked with John a good bit during the General Assembly session. I later learned that he had asked if I would come down and be his staff person. Ray would not let me go, but he said to John, "What if I get one of Leonard's budget people to come down and work with you? I just can't let him come down there." Of course, he didn't tell me this until much later. I ended up sending a staff person down to work with him.

So I'm creating a relationship with John, staying with Ray Hunt, who is still my supervisor, who is still my boss, and getting to know Frank Hereford more and more as time goes on.

Then we decide that we're buying the building that's across the road from the Rotunda, Madison Hall. It needs to be completely gutted. We'd been renting it, but it needs to be completely gutted and restored, and they want to move the president's office over there.

Again, I am selected to be the representative of the administrative offices to get that done and to work the construction project. The design that we did is still there, but there have

been some renovations. In any case, during that period of time, I got to work with Frank Hereford a little bit more.

(Off record)

SS: Okay, we're back on.

LS: It started really in 1977.

SS: We're talking about the reorganization now?

LS: Yes, the reorganization. It started when Vincent Shea stepped down and then Ray Hunt became vice president for business and finance in '77. And, as is often the case, the Board started getting worried at the time of the beginning of a capital campaign that the president was going to have to spend more time away from Grounds. There ought to be something done to try to prepare for that.

Over a period of a number of years, we created the position of executive vice president, which Avery Catlin filled for Frank Hereford. He was on the engineering faculty. The executive VP was responsible for institutional planning and studies, as well as several other units including Buildings and Grounds and University Police.

Frank Hereford did conduct the capital campaign very successfully. There were a number of other things considered along the way. For example, at one point they actually went outside and tried to bring someone in to be chief operating officer during this period of time. They went after a person who was at Virginia Tech and later went on to be president of W&L.

He came here, and everybody thought he was the right one. Frank Hereford was very much interested in him. But after he visited here for a day, he said, "You know, Mr. Hereford, you know exactly what you want. Your team knows exactly what it can live with, but the University's not ready for this yet. They're just not ready for a person to come in and be chief operating officer."

SS: Why was that? I mean, was it because it's more like a business model?

LS: They were trying to make it more like a business model, and the academics just didn't adjust to it. They thought it would be too business-like. That idea was dropped and, effectively, Ray Hunt assumed the role of chief operating officer, along with vice president for finance. Ray never did like that. He liked to stick to the finance piece of business and finance. He was really a financial officer. He loved that. He didn't like operations as much as I do, for example. I mean, I like that side of it, and he didn't. That was one of the reasons that he and I worked well together. Certainly, when we get to John Casteen, I will say again that that's one of the reasons that we were so compatible, because we had different things that we enjoyed doing.

During the final stages of Frank Hereford's time as president, even though we had considered several different approaches, it ended up with the only change being that Ray Hunt had broader responsibilities. We had an executive vice president that just took some of the duties that had been under Mr. Shea and others when that change occurred.

It was the flattening of the organizational chart that occurred during that period of time. There were further changes that were coincident with Frank Hereford's stepping down as president, but I think we can deal with those as we talk about Bob O'Neil. When I look back on the Frank Hereford era, it was during that period of time that I got a real administrative job.

I got exposure to the state, which became a huge part of my life for a decade and a half. I got access to other units at the deanship level, as part of the budget operation. I was not in senior management, but I was in the middle management group. I had moved out of the staff level into that group. It was an important period for me, and one that I served as treasurer and as budget director. Then as we will hear when we get to the Bob O'Neil period, I also assumed some other responsibilities, even though I was still the budget director during that period of time.

SS: When Ray Hunt became the de facto COO position, did you take on other duties?

LS: Only in the sense that he had been gradually letting me take more and more of the budget preparation and presentation to the Board. That's one of the things that we haven't talked

a lot about. But even before I became a vice president, I had had exposure to the Board. That was not a new part of life when I became a vice president. I had been given the opportunity to do that.

I remember distinctly the first time that I, theoretically, had put together a budget. We had the meeting at the Marriott at the airport up in D.C. Ray was being very generous and he made the introduction and, candidly, the approval of the budget in those days was pretty perfunctory. They always wanted to see what the coaches made, and they wanted to know what the total was, and how much tuition had to go up. But it was a forty-five minute event and most of the time before and after the meeting was spent talking about how well we'd done in basketball or something like that.

We go up expecting smooth sailing. Ray tells the group that this is the first budget that I've actually done from beginning to end and said nice things about it. (Howard McCall, who was a senior vice president for Chemical Bank & Trust Company in New York was the chairman of the finance committee.) At this point in time, we'd list every employee in the budget and what their salary was. I mean, every employee, top to bottom. It's thick, and there are certain names around here that are quite common. Sandridge would have been at that time one of them, it's not so much today—but also Morrises and Shiffletts.

We're getting ready to finish and just at the point where I made my presentation and Ray is getting ready for them to give the vote that approves it, Mr. McCall said, "Well, just a

minute, I've got a question." Ray was thinking: "What has gone wrong here? I bet on Sandridge and now I'm in trouble."

So Mr. McCall said, "I've got a question for Mr. Sandridge." That made Ray that much more nervous and me too. He said, "I've gone through this budget thoroughly. I have seen an A. Shifflett, a B. Shifflett, a C. . . ." He went down through the alphabet to about the Ls and he skipped the Fs. He said, "I'd like to know what happened to F. Shifflett?" Ray relaxed. (Laughter.)

They trusted me. And I know that's something that not everyone got the chance for and I appreciated it so much. It also taught me a lot, because I felt obligated to them to do it right. I recognized that that's the way you motivate people. That's the way you get loyalty from people and so forth.

So, yes, there was a big change in my outlook on what my role was to be at the University in the Hereford years. I learned that presidents could be talked to. I learned that you had to work confidentially when you were dealing with information that not everyone ought to have. It was a great training ground—even spilling my coffee in John's office.

I think we can stop there today. We can take on the Bob O'Neil years the first thing tomorrow afternoon.

[End of Interview]

The University of Virginia Oral History Project
Interview with Leonard W. Sandridge, Jr.
Conducted on March 14, 2012 by Sheree Scarborough

SS: This is the second interview session with Leonard Sandridge. We are meeting again in the Board of Visitors offices. This is Sheree Scarborough for the University of Virginia Oral History Project. Today is March 14, 2012.

LS: We are picking up with the presidency of Bob O'Neil, which began in 1985. Bob was really the first president of the University who had not come from within the University, had not graduated from the University, or in some direct way been associated with University before his appointment. He had been the president of the University of Wisconsin system. He was a recognized First Amendment scholar. The University community was excited about the fact that the Board was bold enough to go outside of the University community and begin to recognize that U.Va. was no longer just the University of Virginia, but it was a national university called the University of Virginia.

It was also a time when there was more and more recognition that U.Va. had grown. It was 1985, and it had been admitting women for fifteen years, so it was moving into the real world. It still had some of the attributes of a southern university. As we had more highly qualified out-of-state students and ultimately international students, we really had to think more globally.

Bob O'Neil worked extremely hard as a president. He was one of the most gracious people that I have ever met. He had an attribute that to me demonstrated the extreme of his intellect. He could talk with knowledge on almost any topic—whether it was sports or whether it was academics or whether it was the law or whether it was how you deal with your relatives. He was a very interesting person to have a conversation with. He was sensitive to other people, interested in how you were doing, a great collaborator.

I think that he would probably agree that there were times when he was trying to make a decision and was so inclusive that he would delay his decision because he talked to so many people. He was perfectly capable—if he heard convincing arguments—to change his mind and do something different than he had originally planned to do. This was problematic for some people, but it shows just how open-minded Bob O'Neil really was.

I have said on several occasions that I feel that we have been fortunate to have presidents who were exactly the right president for this university at their time. Each one of them made unique contributions. Mr. Darden legitimized the University of Virginia as a public university. Edgar Shannon built the academic platform. Frank Hereford consolidated what his predecessors had done and then turned to the alumni and said, "Support this institution that you see that works so well."

Bob O'Neil recognized that there was huge value to the educational process for a diversified population of students. He diversified the faculty and staff. He set out from the beginning to make sure that he exhibited that commitment in his own office. Is it fair

to say that in some ways it was a shock to the University community? I think that it probably was. It wasn't that he didn't have a record of being committed to diversification and the promotion of people of all race and gender. He had and he did. I think that the reality of seeing that happen quickly and so thoroughly at the University of Virginia was still an important eye-opener and a good experience for a lot of people here.

It meant that he brought in a lot of people who were new to senior administration. While he was learning the University, really for the first time, not having seen it as a student or as a faculty member or as a resident of Virginia, so were a lot of his other staff members.

Bob O'Neil was also gracious in his correspondence. He drafted almost all of his letters. He drafted almost all of his speeches. I admired that, because I couldn't come close to meeting this standard. If someone wrote him a thank you note for something he had done, he simply couldn't let that incoming correspondence sit for more than twenty-four to forty-eight hours. He would have to respond back and thank the sender for sending the thank you note.

He was known for his responsiveness and his commitment to replying to anyone that wanted to meet with him, wanted to talk with him, wanted to send him something. As a result, he spent a lot of time being available to other people in a way that probably had not happened before his time and probably hasn't happened since his time. It really didn't make any difference who you were. You could see Bob and you could talk to Bob and you could send him something and get a response back.

He was a different kind of leader. I think the media accounts probably gave as much attention to this as anyone needs to give. He placed so much priority on having collaboration and bringing large groups together and having task forces and things of that nature, that some had the impression that he wasn't making decisions promptly enough. And also not making them as final as they might have wished because he would get right to the last minute and then sometimes change his view because he heard from someone else that came in and spoke with him.

SS: What kind of decisions would those be?

LS: It might have been about funding a project. It might have been about what kind of program we would offer in a particular area. It might have been the creation of an expanded women's center, where often the last person that spoke with him really did have a disproportionate amount of influence sometimes. He was so open.

There were those who thought he didn't share a lot of information. I think that's not an accurate representation. I think he was very open to those that had contacts with him. He would sometimes share his thinking at various stages. People would interpret that as an almost-decision, but he really hadn't made a final decision. He gave the appearance sometimes of changing his mind when, in fact, I would say that he was still formulating his final thoughts.

Bob and Karen O'Neil were an extraordinary host and hostess of Carr's Hill. They were most gracious. You always listened to what they had to say because they had so much to say. He would be upset to hear me say this because he wouldn't have wanted me to feel this way, but a lot of us felt inadequate in his presence because he was such a powerful thinker and powerful person of great insight and deep thinking.

As I said in the beginning, he had a huge intellect and small ego. He did, in fact, refocus this institution on the importance of having diversity in the staff, in the faculty, in the student body. That really improved the educational experience at the University of Virginia.

SS: That's interesting because in my research it seems that John Casteen is given that mantle of diversifying the students and faculty.

LS: He should. John certainly did that as dean of admissions. He also carried that mantle at a very crucial time when he was Secretary of Education. He came back to be president and he practiced it in all that he did. I think what was different with Bob O'Neil is that he shocked the system into saying: "Wait a minute—this is something that's important."

I've often believed that John was able to implement and carry out a lot of things that he and Bob O'Neil would have totally agreed upon in this arena, because Bob had broken the ice. He had taken steps that would have to be taken at some point in time and they

probably would have shocked people whenever they occurred. That had been done when John got here.

Both of them are absolutely committed to diversity. Both of them made their mark, but they made different kinds of marks on this institution. I will tell you that for those of us that were here when Bob O'Neil was president, we had a much more intensive understanding of why diversity was important after we had experienced Bob O'Neil. If that makes sense.

SS: Yes, it does.

LS: Bob served five years. He made his mark. I think that he realized that his own personal love was in scholarship. There was a wonderful opportunity for Bob to create the First Amendment Center here in Charlottesville. He held the position of executive director of that organization. That may not have been his official title, but effectively that is what it was, until just a couple or three years ago.

Bob is the person that hired me as vice president in his last year as president. Bob is also the person that allowed me to be the closest thing we had at that time to a chief of staff. My title was executive assistant to the president. I retained my budget responsibilities. In that role, it was my job to try to help him communicate with other elements of the University, and make sure that he had some help in getting the word out on the work that

he was doing. That was a meaningful development role for me too. I mean that in a sense of little "d," not raising money, but in the little "d" of personal development.

I see Bob as having made huge contributions. There are those who would say that his role here was more limited than some of the other presidents, but he did a lot in five years. It was the period of time between Frank Hereford and John Casteen, and some things were accomplished that really needed to be done.

SS: Your executive assistant position—chief of staff is what you called it—was that a new position?

LS: That was a new position. Bob did so much work on his own. He would meet with people on his own and sometimes there was follow-up that was needed. He thought it would be helpful if there was a second set of ears in there to hear some of the commitments that were made so that we could make sure they were carried out properly. I think that I would not give myself an A on that work. I think Bob would say that it did help.

I certainly tried to help in accomplishing the things that we agreed to in meetings. It also helped me to understand the thinking behind decisions that Bob made, so that when I got questions from others, I was able to represent more accurately his view on things. I think that was helpful. It certainly was helpful to me. I hope it was helpful to Bob and to the University.

SS: So, again, you were put into a position of learning about a certain aspect of the University, and how it functions.

LS: Yes, that is an accurate observation. I had, of course, watched very closely my mentor of twenty-one years, Ray Hunt, who had become vice president from 1977 to 1989. I had been treated wonderfully by Ray, who over that entire period of time in a very gradual way shared portions of his responsibilities with me so that I could see them and learn them at a pace that I could really get them. He did that right on up until his final year, at which point he was gracious to take big things and say, "You know from this point on, you really ought to do that, you ought to do this."

Ray Hunt and I had become a pretty good team. He had been doing the state work. He had been the one who would go to the senior financial officers meetings. He would be the one that would work with the staff down there. He had a particularly difficult year where he felt that people were presenting things that he had seen three times as if it were a new idea and he knew what the repercussions would be. And he didn't feel like a meeting in Richmond had gone as well as he wished it had. He came back and called me in the next morning and said, "I think I've been to Richmond my last time. I want you to do that." Again, it was one of these very generous things he did. He could have hung on to that to his last minute and I would have had all of that to learn.

My transition really started five years before I became vice president. Bob O'Neil was gracious enough on the recommendation of the search committee to name me as vice

president. I hope that he found that I knew the system pretty well, that I knew the job reasonably well.

It was because of what we've talked about in the previous session. I'd seen such a large part of the University from various levels, through various eyes, and had a humble and generous vice president who allowed me to have elements of his job at a pace that I could assimilate them. Bob really didn't reorganize much during the time that he was here, except in the president's office. I hope that he felt good about his accomplishments, and I think it'll be one of these where history will show more and more each year the value that he added.

SS: Thank you for that, that's interesting. You were named as Ray Hunt's replacement when he retired in 1989?

LS: It was August of 1989 and Bob O'Neil remained as president. I believe he announced in June of '89, following the Board meeting, that he would be stepping down. I served with him as vice president from August 1, 1989 until August 1, 1990. He actually served until July 31,1990.

SS: Did you have offices everywhere or did you just have one office in Madison Hall? Or where were you centered?

LS: I went into the office in the basement of Madison Hall the day we opened it in 1984. Ray Hunt was on the main floor of Madison Hall across the lobby from the president when he was vice president. When we moved into Madison Hall he had already become vice president. When I was associate VP for budget and planning, plus executive assistant to the president, when I was vice president for business and finance, when I was executive vice president and chief operating officer, I stayed in that office.

SS: It's hard to keep up with all your titles. (Laughter.)

LS: I stayed there from 1984 until last June when I stepped down. I never moved offices once I got there. There was a period of time in the last year of Bob O'Neil's tenure when I was named vice president. There was a fairly significant structural change and this was all wrapped around consideration of a chief operating officer at that point in time. Ray Hunt had stepped down. I was no longer executive assistant to the president at that point, so the provost became the number two person. For eleven months I reported to the provost.

SS: Who was that?

LS: Hugh Kelly. That was changed again when John Casteen came in. We essentially went back to a model that evolved in several steps, gradual steps, to where the COO number two role rested back with the position that I held. We'll talk a little bit more of that as part of the John Casteen era.

SS: Okay, thank you. I hope that you can help me with this story I'm trying to locate. Nobody so far has been able to tell me about it. Remember when we had our meeting in December in the library, and there was a discussion about a meeting that was held at the University of Connecticut? Oh, good, you were there?

LS: One of the things that I didn't say, and this is sort of humorous, and it probably should have been included in the Bob O'Neil era. When Ray Hunt announced that he was going to step down, for the first and only time in my entire forty-four year career, I had to apply for a job. Every other job that I held, someone decided you need to go do this—every one of them. That's not very practical today, it probably couldn't happen today. When the vice presidency opened up there was a search committee, and it received applications. It was, of course, necessary for me to have a resume and fill out an application and say I'm interested in this position.

The vice president for administration was Ray Haas at that point in time. Ray Haas is still living in Charlottesville. He's retired now. He was a great planner and a mentor in a lot of areas where I didn't feel like I had good strengths. One of the things he offered to do was to advise me as to what I needed to think about in order to be competitive for this position. One of the things he said was, "You know, because you haven't moved around to a lot of institutions, there aren't a lot of presidents, really, that you can say you have worked for. But you worked very closely with one president, the president of the University of Connecticut. How would you feel about having him be your reference?"

Well, interestingly, I had already thought about that. I had called John Casteen and asked him if it would put him in an awkward position if he was a reference for me because I worked with him mostly when he was Secretary of Education. Yes, we had the budget relationships and all those kinds of things that we've talked about. He was very gracious and said of course he would be. He had been a reference for me when I was considered for this position. We had not lost sight completely of each other. He would call me occasionally and ask me some questions about how we did things.

When he accepted the position to become president—and I'm going to be off a couple of months here—but I want to believe it was April 1990. It was probably not six months before he came, but five months before he came. I knew a short period of time before the announcement that he was going to be the president. I was at the event when it was announced. We had a chance to speak before the announcement and then afterwards. He said, "I really want you to come up and give me a briefing on where we stand on things."

This is what John referred to and maybe he has made it sound a little bit more insightful than I deserve. I went up to Storrs and arrived late one evening and we spent one full day together. I remember having put together a PowerPoint presentation for him on what was not only our financial situation, but my expectation as to what we were going to hear from the state in the next six months about the budget.

One of the things that we have always tried to do here—because if you're close to the situation, you can anticipate the outlook for the state budget. Governors announce budget

cuts at the last minute, they can't afford to do otherwise. But you can see the telltale signs. Everyone wants to emotionally deny that it's going to happen, but you'd have to be stone deaf to not hear what they're really saying. I said to John: "I think the smart thing for us to do would be to start holding positions vacant at this point." I said, "You really ought to concur with that before I start doing it. But it's going to be a lot easier to do that." We prided ourselves here on not having layoffs even under the worst of conditions.

The reason we can do that is we can see the train coming down the track. We start holding positions vacant, so that we have some savings and some vacancies and we can deal with cuts at the time they occur. You know, you'd rather be lucky than smart a lot of times, and I was certainly lucky in that six month period because what we projected would happen, essentially, played out like we thought it would. John and I spent a good bit of time together on this one day.

He asked me to visit with some of his staff so that I could hear them say a little bit about how he worked with people, and to share that as was appropriate with others. I found that very helpful. He was very generous with his time but also with the time of his staff up there. But the thing that he was really referring to in that December meeting was the conversation we had which caused us to immediately begin to take some steps to prepare for the budget cuts which did indeed come about two months after he arrived.

SS: So your knowledge and ability to put it together in a package to present to him was really helpful, it sounds like.

LS: I would hope that's the kind of thing we would have done, and we did regularly anyway. At that point, I had a very good budget director, Collette Sheehy, who was coming along and is still with us today. She probably helped me put the data together. One thing you'll find about my life, it's never been a one pony show. It's a herd of people that have helped me and I owe it all to them. It's been a good team and I wanted John to know there is a group of people here that back us all up. None of us are out there alone and that was part of the message that I gave him.

SS: Are there any other aspects of that message that you'd like to share?

LS: I think that what that meeting really did is open the door for further discussions. John tried to tell me some things up there that I heard—but I heard them in a more limited version than I think he intended—about what role I might play. I just didn't understand how he wanted me to change the way that I was doing things. Over the next five months, he began to be clearer on that.

He made it clear that the Board had asked him to make some organizational changes relative to my reporting to the provost and things of that nature, which we mentioned in the discussion that was alluded to at the library when we were all there. I said, "John, I

think you would say the Board told you to make some structural changes and to prepare for a capital campaign." He acknowledged that that was correct, if I remember rightly.

He began to inform me that if he was going to do that that he was going to have to spend a lot of time outside of the University. And that he would like for me to assume a larger role—the term we used at that point was—in coordinating the efforts of the vice presidents. They did not immediately report to me. They did not have any direct obligation other than to allow me to help coordinate the work that we all do so that we have a single message with the president. The good news is that everybody worked with me. Now when I say all the vice presidents, I don't mean the provost and I don't mean the development vice president because they reported throughout John's career to John directly. It was more the support organization of the University.

At that time, it certainly wasn't the hospital, either. The hospital, the medical school, and the nursing school were under another vice president that reported directly to the president. I had the basic financial operations from day one. I also had the budget, the business operations, which are housing and dining, and I had the general accounting. I had the investment program. I had those kinds of things. Over a period of, I would say, four years, we gradually made some other adjustments.

Ray Haas, who I mentioned had been so helpful to me in my transition, concluded that after a long career both at West Virginia and here that he wanted to go back and teach and work in the area of planning for higher education at the McIntire School. He was

vice president for administration. So one of the cost savings things that we did is we did not replace that vice president, but rather we combined the two and both of them fell under me. That was one fairly major organizational change that we made. It was in that form that I picked up purchasing and police and Facilities Management and those kinds of things.

Over that same three-year period, John became much more public with the meaning of coordination as it related to the other vice presidents. As we had turnover in vice presidencies, it became even more apparent. If you go back and look at the institutional organizational charts of that five-year period, they tell the story. It's not quite this precise year-by-year, but pretty darn close. The first one was that all the vice presidents reported by solid line to the president. The next year all of the support vice presidents reported with a solid line to the president and a dotted line to me. The next year or two, they all reported with a solid line to me and a dotted line to the president. Then the next year, the dotted line disappeared. Again, people were allowing me to grow at my capacity and to do it in a gradual way, but also to take advantage of natural turnover so that longstanding relationships weren't disrupted. After four years, it was a huge change, but there was not any huge change in any one year.

Of course, I hope that all of those vice presidents would say to you that I never used the term "report to" it's always been "work with." And that I never felt that our relationship changed very much other than the fact that we called it coordination at first and it was a different relationship at the end. That allowed John to spend his time externally. There

were periods of time in that first capital campaign where John would say that he spent about 70 percent of his time outside work and about 30 percent inside. John was always available to me. If you think about it, it was during this period of time that we got the first cell phones. I remember when three of them were acquired. John had one, I had one, and the vice president of student affairs had one of them, so we could communicate quickly.

John came to me one day and said, "I have just gotten something that you're really going to need to get. It's called a Blackberry." The rest of it is history. (Laughter.) John and I started working together, as John did with the University generally, where his physical presence really didn't make that much difference, because we did so much of it through technology. We were able to do that. This may sound terrible—but it was just the way it was—John could be in Washington, and I might not know it even though his office was just upstairs because I communicated with him the same way regardless of where he was.

SS: E-mail or phone?

LS: Mostly e-mail, but sometimes phone. He needed to know certain things 24/7 but over the years he and I got a feel for what could wait until six in the morning and what really needed to be communicated at two in the morning. I got comfortable in making those judgments. One of the things that he and I realized about each other was that neither one of us liked to be surprised. John never became upset with me because I told him about something he didn't want to know about. He'd rather me err on the side of telling him

than not tell him. But he was perfectly comfortable with me judging the severity of it as to whether I told him immediately or six hours later when he woke up.

That was one of the reasons that I always valued having the police department report directly to me, because if you stop and think about what goes on at a university, they're likely to be the first ones to know about it. I don't deal with surprises very well. That's a characteristic of mine. If you interviewed people that have worked with me, they would all tell you: "We know that and we don't surprise him." The police helped me not surprise my president also by keeping me up to date.

Over the years, one of the routines that I've had is that I would be informed before six-thirty every morning as to what had happened during the night concerning students. We got into a rhythm where I would inform the president and several others within the University of what had happened. Once I had been able to go over it, and if there was something I needed to do, I could say, "Here's what I've done." That was always done in very close coordination with Pat Lampkin, who had become the vice president for student affairs.

We were together for twenty years so there were a lot of things we learned about each other. I think one of the things that I would say about John, too, is that we went through some very challenging incidents during our time together that taught us a lot about each other, that taught us a lot about what it takes to manage a university. I will go through a few of those. I think the other thing that's worth noting—John and I have talked about

this and he would agree with it, although he would be more eloquent in the way he described it—I would say the things that he was really interested in, the things that he really thought were important for him to be doing every day were not necessarily things that I ever had the ambition to do or saw myself doing and vice versa. There are things that I got excited about that he would just as soon me get excited about and not bother him with them.

SS: Like facilities, equipment, and that sort of thing?

LS: Facilities. He wanted to be involved in all of the new buildings; and all the public announcements of those. I know that. But as far as making sure the Lawn was ready for graduation and that he could go out there and count on it being pristine, he didn't want to have to worry about that. I got to the place with Colette and the heads of Facilities where they understood exactly what our standards were, and I didn't have to worry a lot about it either. I never felt that I would ever compete with John. I probably couldn't compete with him. We didn't have competing interests, so there really were never incidents where I was involved in something and he would say, "I think you need to get out of this. This is my turf." We just didn't have those incidents.

SS: That was a good thing, and was probably the way the two of you were able to have such a good relationship for twenty years and it benefitted the University. So you became COO in the first four years of his presidency is what you're saying?

LS: Yes, and we probably announced it about the fifth year. The Board was very interested in and supportive of that. I have no doubt that John prepped them to think that way. One of the things that I think John would tell you if he were asked, is that the concept that he had for the way we would organize the place, the Board leadership over the period of several rectors was supportive of.

John was very generous in that relationship as well. When new Board members were named, he and I would go, along with the secretary of the Board, to meet with each Board member. John was generous in making this statement to them, which a lot of presidents would have been very reluctant to do. He would say to them: "You should know that when you talk to me, you've talked to Leonard, and when you've talked to Leonard, you've talked me. You should not hesitate to share with him anything that you would share with me, if you can't get me."

At one point, John made the comment, which I must admit that I got knots in my stomach at the first part of this sentence, but by the end, I was just fine. He said in one of our early retreats that he had realized during the year that the Board probably had more day-to-day contact with me than they did with him. I didn't know where that was going. He said, "But I'm okay with that. I'm all right with it." There were working relationships like that that I don't think happen every day. I think that we had an unusual relationship. And since I was with him longer, some of the things that occurred during our time together when he was the president and I was working for him, I think you will see that we honed those skills and working relationships.

Although I think he would say that we didn't spend social time together. We didn't spend our off-time together. It was a trusting relationship and a respectful relationship and I think it went both ways. I felt that my first obligation was to the University, to do what was best for the University. He shared that. I thought I had an equal obligation to do everything I could to make sure that he—I hate to use the term "look good"—but that he was successful and that he accomplished what he felt was important.

If I wasn't doing it that way, I'd have wanted him to tell me. I think he was able to tell me when I wasn't on track exactly where he wanted me to be. I think together we both cared a lot about the employees. He shared the view that I did that we ought to do everything we could not to have layoffs. People worked too hard during good times for us that we shouldn't abandon them in bad times. So, philosophically, we shared a lot of the same values.

SS: The model for what a university president does seemed to change about then. Although it seems like in Hereford's time, he was also on the road with the capital campaign, but when Casteen came on, he was trying to teach at first, I guess?

LS: He took it up a notch. I would say that you are correct on all three of those points. Frank Hereford was on the road more and he relied on Vincent Shea and Ray Hunt in an informal way. He wasn't on the road as much as John was because, frankly, we weren't as national then. We were national, but we weren't international and that alone changed

the complexion. Bob O'Neil did less of that. We didn't have a capital campaign going on during that period of time. But when John came on, yes.

We were one of the first public universities to be running with the big boys and the big girls, as it relates to the amount of private money we were going to raise. John inherited a situation here where there were some very mature and well-developed fundraising activities, the Law School being the perfect example. They had been raising money for a long time. He also inherited some that were immature—the College and Engineering, for example.

John had to create a development operation and carry out a capital campaign at the same time. He had very strong views as to how that could happen. He was fortunate enough to have Bob Sweeney, vice president for development, come in, and together they learned how to do big time development. Bob had good experience, but this was the biggest thing that he had taken on. They worked through difficult times, but had a very successful campaign.

I think John would also say—and I would agree with this—is that one of his real contributions to the University was to get people to realize that we simply couldn't rely on state funds forever. They were going to decline. I looked ahead six months, he was looking ahead sixteen years, so to speak, and of course what he predicted did happen. When I started here in the budget area in 1977, 33 percent of our academic budget came from the state. Today, 9 percent of the academic budget comes from the state. John

foresaw that and he got people thinking about the fact that there's no reason public institutions can't do what private institutions did.

Also in his time here, which is related, he created the modern practice of Reunions. This is a concept that was believed that would never work here at U.Va. It was thought that people wouldn't want to come back here—that's what big state universities do and small private colleges—not U.Va. Well, they were wrong. John got a reunion program going that all of us believe is one of the best things for cultivating donors. He knew that and committed to the business of external relations, development, and fundraising, and did a great job.

Of course, he was running a big university too—one that was changing, one that was growing, one that was maturing. It was growing in the area of research as well as students. He came along at a time when the hospital changed its complexion a whole lot. Before 1980, hospitals at a university were pretty much out of sight, out of mind. They could charge what they wanted for services. They weren't regulated like they are today. They were seen as ancillary to the educational institution. John came along about the time there were huge changes in the relationship that they had with the institution, which becomes important to some of the things we're going to talk about.

It was particularly important here because we had an antiquated facility. Just before John arrived, we had made the commitment to build a new hospital. In addition, that was about the time when a lot of colleges and universities were looking at the liability that

they were incurring as a result of their hospitals. The hospitals were now more regulated and Medicare and Medicaid were here and so the hospitals weren't making money. A large number of universities spun their hospitals off, independent of the institutions. I believed at the time and I still believe today—and I think history will show that this is true—they wish they hadn't. They'd like to get them back in a closer relationship because the only reason a university has a hospital is because it is a laboratory for teaching and research.

We had a chance in the mid-nineties, during John's time, to decide whether our Board wanted to spin our hospital off into a public authority like VCU did or to keep it close. The Board made a decision to keep it close and to have it part of the University, but to get the law changed so that we got the same benefits that a public authority would have. We were able to purchase like a hospital did and to have employees who were managed like a hospital does and not like an academic institution. There were some huge financial commitments made with the new hospital, huge commitments to long term care of the hospital in the early stages of John's activity. He had a growing institution. He had a big development operation and he had a big hospital, all of which was changing in the early stages of his time here.

Also during this period of time, we were tested pretty severely by some significant incidents and events. I would have to say that the most disruptive incident that we have had in my time at the University of Virginia, and certainly in the time that John and I spent together, was the 1991-92 period when we discovered that we had NCAA

violations. It was a sad set of incidents because of the fact that the violation was loans—which is clearly a major violation—to student athletes.

But these were relatively small loans, and when you looked at the reason for them, in one case they were for an airline ticket for a student athlete to get home to a funeral of a family member. Another one was for them to get a pair of glasses, if I remember correctly. It was also loans that were unnecessary because this university had ways to deal with those kinds of things, and they should have been dealt with for student athletes just like they were for all other students, but they weren't.

SS: Is that before scholarships for athletes?

LS: No, they still had the scholarships, but they didn't have spending money, which they still don't have but they might soon get. There were proper ways that all students could get those things. John acted quickly when we became aware of that. There were some personnel actions that he initiated that showed that we were taking this very seriously. We were particularly targeted by the press because they said here's the University of Virginia that has an honor system that does all these great things, and now they're acting like some of these other institutions that don't play by the rules. It was embarrassing, it was wrong, and it needed to be fixed.

SS: Was that already under your list of responsibilities?

LS: No, not at that point. What we will see is that, with a number of these incidents, they changed my life pretty dramatically as we went along. But no, they were not at that point in time. What we ended up doing—and a couple of the news reports covered all of this—John and I both were sued personally for tortuous interference of a contract in the firings, each for a million dollars which was a lot of money at that point in time.

One of the things that I observed as a result of the NCAA violations had to do with the fact that people who had been friends forever were turning on one another. People were blaming, they were pointing fingers and were saying things like: "He did this to me." So it was an undesirable environment in a place where we hadn't had that.

Fast forward, we set up a very good team of people to do an investigation of the findings. They made their report to the president and to the athletics director. By this time, John had engaged me in this work pretty closely. He and I and the athletics director—

SS: Was that Terry Holland?

LS: No, Jim Copeland was the athletics director at this point in time. We had to go to San Antonio, Texas, for the hearing with NCAA, which was just like a trial. It was very difficult. George Welsh went with us. He was the football coach at the time. We were put on probation. We had certain penalties that we had to live with. We couldn't recruit quite as many people. It was a measured response, given what had happened.

We learned a huge lesson out of that. John and I committed to each other that when something bad happened, we were going to acknowledge it publicly and deal with it. We did that with big and little things from that point on. The team that conducted the investigation included Peter Low a former provost, Ray Hunt who was the former vice president, and Earl Dudley, a law faculty member who had been a trial lawyer. They were the committee.

SS: It was an internal committee?

LS: It was an internal committee, which it should be at that point. Then the NCAA investigates it further or accepts the report of our committee, which they did. One of the recommendations they made was that the University establish a compliance office for the Department of Athletics, and that the director of compliance report jointly to the athletics director and to me. That was my first official connection to the athletics department. Over the next several years, I began to have the same relationship to the director of athletics that I had to the vice presidents—one of coordination. Ultimately, the director of athletics reported through me to the president. That is the way we described it.

That's fairly unusual to have it reporting to anyone other than the president. John always said that he had special dispensation from the NCAA to do that. I don't know exactly what form that took, but no one ever questioned it, and a few others have been modeled like that since then.

It was a huge learning experience for me. I realized that you can get sued and survive. Incidentally, I was dropped from the lawsuit pretty quickly after I was in it, because they just simply wanted to know if I had done the firing or John had done the firing. I think that was a compliment to us because we didn't point the finger at one another. Then we settled the case, so it all was taken care of. That was a huge learning experience for a new administration.

SS: Was it coaches that were fired?

LS: It was a director and an assistant director of the Virginia Student Aid Foundation. Then there was another person who had knowledge of the loans but didn't realize that they were violations or hadn't paid attention to them who resigned as a result of it. This was, again, one of the real horrors of this. These were all people who John had known for years, and who had been close colleagues, and of course, in most cases, those relationships were never the same for any of us.

SS: It affected the NCAA also because Dick Schultz resigned, correct?

LS: Dick Schultz was the athletics director here when all of these things happened, and when it was discovered he was the head of the NCAA. So it had all of the wrappings of a made for television movie of the first order. Yes.

SS: You had to sit on the board of the Virginia Student Aid Foundation after that, too, is that correct?

LS: As a result of this experience, we changed our relationships with the foundations. We put a new policy in place that didn't destroy the legal, external relationship with foundations, which have to be separate from the institution or else they're part of the institution. You can't pierce the corporate veil. But you can require that a minimum number of their board members come from University-related activities, not a majority, but a minimum number.

We required that all foundations—and we have twenty-six of them—have a representative of the president and a representative of the Board of Visitors on the foundation, and that one of those two serve also on the audit committee and on the executive committee. What we discovered was that a lot of the decisions and a lot of the reviews of the audits had been done by the executive committee and the rest of the board didn't see it. We didn't want to have a loophole where we were on the board but weren't where the action was.

The good news is that the Virginia Student Aid Foundation became a model foundation. It remains that today and it has been a model for all the other things that we've done around here. Yes, I served on that foundation and a number of foundations for a number of years. The representative today is Bob Sweeney because we moved from where our biggest concern was establishing a foundation free of any suggestion of wrong doings to

where we wanted one that could raise money as well, and we felt comfortable with the compliance function.

SS: I don't see—and other people have said it—how you could be you. How were there enough hours in the day?

LS: That's generous. I have a lot of people around me that I trust immensely. I worked long hours of my own choosing. I didn't travel a lot away from the University. So I didn't have these one day of travel, two days of meetings, one day of travel back. John understood that I couldn't do those things. I was not a good chief financial officer when it came to serving on national organizations. Eventually, I had a vice president of finance—that we'll come to in just a minute—that I hired who did those kinds of things as a representative of the University. A lot of people put their shoulder to the wheel and allowed me to do what I needed to do.

John had other trials—not criminal trials or jury trials—but tests during the time that he was president. We ought to talk about a couple of them because each one of them was a learning experience for me. In fact, during the same period we were wrestling with the NCAA, we had something that, again, was a huge attention getter. We had three of our fraternities that were raided on a Thursday night, drug raids, and the assets were seized by the Justice Department, by the federal government.

Once again, the University was terribly embarrassed, to say the least. We were disappointed in the systems that we had in place for overseeing the fraternities. We went through a process where we were trying to assess our risk. One of the things that we feared was that with all the news about it that we would end up with a falloff in applications so we made contingency plans for what would happen. One of the things we learned—and I think other institutions with similar tragic situations experienced the same thing—I guess it's that old story: "Just spell my name right if you're going to have my name in the paper." We saw our applications go up.

SS: Any news is good news?

LS: News is going to attract attention. We rationalized that people who concluded they could send their sons and daughters here, because if there was any place that wasn't going to have this problem again, it was us. I think it's more the notoriety and people hear about you for this reason, but then they look more deeply at what's there, and they like what they see. So we saw our applications go up. There's not a lot to say about that other than the fact that each time we were honing our ability to deal with these kinds of things. John was certainly the one that everybody wanted to hear from, from a public perspective. He would expect me to work with the internal groups to deal with issues.

I did a lot of work on this issue with our head of public relations Louise Dudley. In fact, I recall now that there is a case study that was done of our handling of this incident. A booklet was put together by a national organization that interviewed a number of us on

how the decisions were made. I would like to see that again. I don't know, but I expect Louise has a copy of it. I think we did reasonably well. I would give us an F on the event. I would give us a C plus, B minus on our handling of the event. I tend to find myself grading everything like that in my life. I don't get many As.

SS: You're a hard grader.

LS: I think on the NCAA incidents, too, we learned a lot there. We did C plus, B minus work there as well. The combination of those two occurring during the same period certainly got our attention. It made us recognize that we have to be very attentive to what's going on. It caused me to realize that yes, I've got to balance the budget, and I've got to make sure that we have all those things, but what John is really looking to me to do is to help manage these kinds of things. This is what he wanted from me. It was all part of: "Here's the part that I'll do, here's the part that you ought to do," and the harmony within which I think we both would agree we were able to work toward as we went along.

SS: Were either one of those events the "in the middle of the night call" event?

LS: No, neither one of those were that kind of event. It was an early morning call on the drug raid because we were given about eight hours notice that the raids were going to occur, but we were obligated not to one-up the FBI, DEA, or the local police. One of the things that I had learned and believed-in was that you want the police to believe that you're playing fair with them, particularly in a small community. If you ever lose their trust,

you will be the last to know about anything. I think that the chiefs of the county, city, and University would tell you that with our administration during those twenty years that they could trust us. We honored that request.

It so happened we had a Board meeting, and we were able to inform some of the Board leadership. We knew when it was going to go down. It was early morning to midnight that we were able to talk about it and think about it. As we got closer to the time that it was going to happen, we were able to bring some other people in that were going to have to help us respond.

SS: Did I read that one of the fraternities has gotten their house back?

LS: Yes, there were some deals worked, after about three years, with those fraternities and the government. They really didn't want those houses, but they were making an example of us. Where better to make an example of a bunch of fraternities than these socially elite folks at the University of Virginia in Charlottesville, Virginia? We played that role and then we worked our way out of it. There are more newspaper accounts of those proceedings and of those issues than any of us would have liked to have seen, but they're a good history of what really happened.

SS: Unfortunately, we don't have time to go into that incident in detail in these interviews.

LS: That's exactly right.

Then in 1997, we had an incident that was tragic. It happened within a hundred feet of where we're sitting. It was this balcony that we're looking out the window at, as we record this. It was on a graduation morning. It was a day about like this and it had a few people on it, but it was not an inappropriate number of people on the balcony. At about ten minutes before the procession was to start, with the Lawn packed with people and with the students lined up on the Rotunda area above us, a person grabbed me as I was about to robe myself halfway down the Lawn and said, "We've had an accident further up on the Lawn, and you need to come up here."

I could see that it was fairly urgent. I made my way up the Lawn to see that, in fact, the balcony had collapsed. I didn't know what had happened and didn't know the extent of the injuries, although I could tell immediately that people were being removed from under it and that there were some injuries. As it turns out, there were approximately nineteen that were injured, and one that died as a result of that accident. If there was ever a definition of innocent victims—this was it. These were people who were walking in a public, historic place on a day which was supposed to be one of the most joyous days in their life and a part of the building falls on top of them just when they happen to be under there—children, parents, and grandparents of the graduates.

A few of the guests on top were bruised up a bit, but they really weren't injured—miraculously. The pavilion balcony actually broke away on the front and more or less fell with the front edge falling first, as it pulled away from the wall. It essentially

dumped the ones that were on top out into the Lawn as it fell on people. I think that was what saved the ones that were on top.

The good news—if there was good news—is that as a result of it being graduation, we had fire and rescue people that were at all places on the Lawn. We had our own police. It worked like clockwork. I don't know that we could have done a mock exercise any better. Once the balcony collapsed, the recovery and the movement of those people to the University of Virginia Medical Center emergency room was quick and care was quick. We had adequate staff and physicians there on a Sunday morning when we weren't overly busy so that everyone got immediate care.

Immediately, I sent word back that I would stay with the incident, but we didn't have time to tell the president or anyone what was happening. The Board didn't know. I made the decision; I think it was the right one, on the spot, to proceed with the procession. I didn't have time to think about it. My quick judgment was that, indeed, it would help me if I could get the masses of people that were simply staring at the accident, out of there. It was clear that the people immediately around knew what had happened. They didn't know the extent of injuries or anything, but they were at this end of the Lawn, everything else was down there and people would move and free up the area here.

I still think that was the right thing to do, and I think it's fair to say that no one questioned that in the aftermath. This story of mine is a little bit longer because it was one where I played a significant role in and felt totally responsible for what we did. It

was a huge learning experience for me—not the way I want to learn, of course. Once we got the victims out of the way—and that was a matter of minutes—we had enough Facilities people positioned right off the Lawn that we, literally, had a herd of people come in and lift the balcony in one piece and carry it off the Lawn. They began to clean the debris away from it and cordon it off. We had to move the balcony in order to free the people that were under it, so it had already been disturbed. We cordoned off the rest of it. We didn't mess with the accident scene, but we took the piece that we had already moved, took it away, and locked it in area where it could be reviewed and investigated. I think that part was done all right.

This is a two-hour process from the time the procession starts until it ends. I'd spent forty-five minutes at this point. I then went with our police chief to the emergency department where I met a person who was the physician in charge of the emergency room at that point in time, Bill Brady. He has done a lot of writing on mass casualties and on how you set up large venues to care for people who may have sicknesses or injuries. We modeled our stadium and John Paul Jones Arena after the lessons we learned here on the Lawn. He was overly generous, but he allowed me to be a co-author of one of the articles that he wrote because of the work that we had done together on this incident. He did the work. I asked him just to acknowledge that I was involved, not to give me credit for the thought process on it.

He informed me that one of the people had died. Nineteen injuries were bad enough, but the death escalated it one more notch. I spent some time with him on learning as much as

I could comprehend as to what the conditions of the victims were. I'm trying to remember right now, but my wife had been there for this event and had been told what had happened. She had seen that I didn't process and she found me. So she was actually with me at the emergency room and helped me remember things that were being poured on me at that point in time.

I came back to the Lawn with the police chief with all of this information. We could not have scheduled it any better. The music was just beginning to play for the recessional. I made it back to where the Board was going to come. I asked the people at the door to simply have the president and the Board come into this room before they disrobed. I informed them that we had had this accident, what the accident was, and the fact that we had had a fatality and how many had been injured. Obviously, that was a huge message for them. There was a lot of press here for this anyway, but by this time, representatives from around the state were pouring in here because this is newsworthy.

Obviously, I'm drawing on all of my own public relations group here to advise me. It was quickly decided that we would need to have a press conference. We had it at the hospital. We had it at two o'clock. It's not like it was yesterday, but it's etched into my mind. I said to John Casteen, "John, they're going to want to have a press conference here. I would assume that you're going to want to be the person to do that. I want to do what I can to prepare you for that." He paused a moment and he said, "Leonard, you're the one that's been involved in this. You know what's happened. I think I would rather

you do it." Again, this is one of those examples of him trusting me. You can imagine the pressure that this young VP is feeling to get this one right. So I went down there.

There are three takeaways that I got from that event and the rest of the story that I'm going to tell you that have stuck with me forever. I used a statement at the press conference that I have concluded fits when bad things happen in our lives. I don't care what the situation is. I think you can use this with slight modification. I have said this in a lot of statements I have made to people in leadership. I started out with this and then opened it up for questions.

This is what I said. Number one: "We have had a terrible accident today, a tragic accident that has injured nineteen innocent people and taken the life of one. Our hearts go out to the families of these individuals and to those friends and loved ones who were here for a day that should have been the most joyous day of their life." Number two: "We don't know exactly what happened. I can't speculate on what happened at this stage, but I assure you that we will not rest until we have determined what caused this to occur." Number three: "I can also assure you that this institution will do everything within its power to make sure nothing like this ever happens again."

I didn't realize until later how good that was. People want you to apologize, first. If you say here's what we think happened, you know you're going to have to eat those words because it isn't going to be what you thought. They want to hear you acknowledge that

there's something bad that happened, that you shouldn't have let it happen, and it's not going to happen again.

When I opened it up for questions, the first question I got was from Ruth Intress, who was a *Richmond Times-Dispatch* reporter. She called me by my first name: "Leonard, can you give me any estimate of what you think this is going to cost the University to make the repairs to handle this damage?" I know in retrospect that all of my PR people are thinking, "My God, what's he going to say?"

I paused a minute because I wanted to get my own thoughts together. It took me off guard. I said, "Ruth, I have no idea what it's going to cost, and furthermore, I have given absolutely no thought to what this is going to cost. It's the furthest thing from our minds right now. Our immediate attention is caring for the victims, caring for the families, and making sure that we do all we can to accommodate both of those groups in this time of tragedy. Next question." It changed the tone because the rest of the questions were on fact, not "what are you going to do." That was my first real test of a national press conference. I was lucky. I tested some things and I learned some things.

SS: It had to be more than luck. How did those three points that you made come to your mind?

LS: I think I would say they came in this way. This is what I mean about having people around me that aren't trying to let me hang myself, but are trying to make sure that they

do what they can to help me get it right. I think that it happened this way. Thirty minutes before the event, Louise Dudley and Carol Wood are there along with a couple of other people. I say to them, "I've got to tell you what I'm inclined to say. I don't want to say a lot because I don't think I can say a lot. I'm likely to say A, B and C. Criticize it." I think they shaped my words. I didn't have a script. Today, I probably would say, "Give me a script quickly." I wasn't smart enough to do it then.

I just got up and I said those three things. I might have had a piece of paper where I wrote: "Sorry for the victims, don't know what happened, and won't let it happen again." I think it was something like that. I don't remember. It was no more than that because it happened too fast. Remember the accident happened at ten. I told the Board at twelve, and the press conference was at two. Even today, I get sort of emotional about it because it was happening very, very fast. Throughout the night, we were dealing with a variety of things related to this issue. As you would expect, it was a long night. We kept the place cordoned off. We kept it guarded. There were all night TV broadcasts from the Lawn.

I realized at this point that this was my project. I was talking to the president, and the president was saying, "That's fine. Do what you need to do and let me know what I can do to help." He wasn't distant from it and he was making the right public statements—I don't mean that at all—but it was clear that it was my project.

One of the things that I quickly realized was that we had a lot of families here because of the people that were injured. I had gotten a group together late in the day that was a

logical group: a representative from the hospital, a representative from risk management, the police, the public relations people, the Facilities people, and two or three people that I look to for advice. This was in Madison Hall and it was Sunday afternoon. I believe it was about fifteen people.

We agreed on what we were going to do during the night, which was not very much, the patients were being taken care of. There was a former city manager of Charlottesville who was an advisor and administrative assistant at a senior level in the hospital. He had been working with us for a little while. I did have the presence of mind to ask him if he would go full-time, until further notice—without permission from the hospital I might add—to act as the liaison with the families there. I asked him to get the names, understand who's there with them, see what they need, and determine what we could do to accommodate them. He quickly said, "Of course." I didn't have to worry about whether he would do it the right way because Cole Hendrix was a clear-headed person and I knew I could rely on him.

We broke up the meeting about eight o'clock at night, daylight savings time. It was still daylight. I went back on the Lawn one time. I went home. I was pretty tired. I went to bed, and got up early the next morning. We'd scheduled another meeting of this group at eight o'clock to decide what to do next. How do we do damage control? This was probably one of the most significant tests that I remember in my life. And I think I got this one right. I've told this story a lot of times to young people because you don't have

time sometime to study you have to go with what your stomach tells you and, in the end, it's your values.

I'd made a few statements and we'd gotten a couple of updates on where things were. We were still in bad shape. We still had all the people in the hospital. I don't think anybody had been released at that point. I said, "Okay, let's open it up. What are you hearing?" After a couple of comments, Cole said, "I'm getting a lot of interesting questions." He said, "I've got family members who are saying that they came here with their daughter, their five year-old is here and is one of the injured. The mother didn't have a dress, she had to buy a dress, and she wants the University to pay for it. Another one is upset because a person who was near there lost a camera. They don't know what happened to it, they want it replaced."

He had half a dozen examples. Things like: "I didn't have money enough to stay at the hotel and my grandmother's here and I wanted my husband to stay with me." Things that probably were all true, but you'd have to be not very sensitive to want to question it. At the same time, in the back of your head, you might be accused of acknowledging error if you do it. I had a lawyer there, too, as part of this group. Cole said, "What do you think we should do?" Well, the lawyer spoke up first. He said, "There is a process at the state level. There's a form. If you will ask them to fill out this form and send it to the state, it will be considered under the Tort Claims Act. And if the state approves it, they can file for reimbursement and they will get a check from the Treasurer of Virginia." He said, "That's what you're supposed to do."

At that moment—I can still feel it today—at this point we had about twenty people in the room. It was in the lower level conference room at Madison Hall. There were twenty people with their eyes on me and you could have heard a pin drop. And the more I thought about it, the more I knew this was going to be a defining moment of my tenure. Here's what I said—and this is almost verbatim: "Paul, I have a huge amount of respect for your judgment. I don't know that I've ever done something differently than what my lawyer advised. I don't question in any way the appropriateness of what you're describing from a legal point of view, but sometimes you have to just do what's right." I said, "Cole, I want to pay for them, keep me informed on what they are. I think that it would be wrong for us to do otherwise."

We went ahead with the meeting. When everybody left, I was feeling alone. I went into my office and said to myself: "Okay, if this is used to claim that we're responsible and if I can say that they're going to get a quarter of a million dollars per injury and two million for this..." I figured that I might have done some things that would obligate somebody for $10 million, that's the number that came into my head.

I called the Rector of the University—the chairman of the board—and said, "I need to tell you something that I have done." I went through with him what decision I'd made and I said, "If I'm wrong, you can tell me. I will correct it and I will own it as my problem. But if you think I'm right, I'm going to stick with it." He says, "Well you know, I think you've done the right thing," but he said, "Would you feel better if I polled the Board of visitors?" I said, "You know, Hovey," Hovey Dabney, I said, "I would." He called me

back in about thirty minutes. He said, "I got down to the L's. Every person has said they think you've done the right thing. Do you want me to go further?" I said, "No, I'm fine."

I told you yesterday when we were talking about preparing for today, that every one of these events taught me something, and some of them were profound. I think that the team, from the get-go, dealt with this one at an A level. Charlottesville's *The Daily Progress*, which never had applauded us for anything, wrote an editorial and the heading was something like: "The University Gets This One Right," and they went through what we had done and how we had tried to accommodate people.

The rest of the story is that we settled all those cases; none of them went to trial. I think I'm a little high here but I'd rather be high—the total amount that it cost us was $465,000—for nineteen injuries and a death. I think it was because we said we were sorry. I think it was because we tried to do what we could. At least I want to believe that. That was a real learning experience for me.

SS: Is that where the saying "Just do what's right" came from? I've read that phrase in articles about you and heard you and John use it in the meeting last December.

LS: I think it is, yes.

SS: That's interesting.

LS: That's where it came from.

Then there was another incident that came along that we need to talk about which has also changed my life a good bit. Why don't we take a quick break?

SS: Okay, sounds good.

(Off record)

LS: In 1998, I received a call from the person who was the vice president and provost for health sciences. He was responsible for the hospital and for the medical and nursing school. He said, "I think I need to come up and see you." He came up and told me it appears that three years before we may have switched a baby at birth. I said, "All right, well you've got to tell me that slower. You think what?" Of course, he elaborated on the fact; and then I said, "So, did we just learn this?" "We learned about it three days ago, but we've been trying to see if we could confirm whether it really happened or whether it didn't. We wanted to try to get it taken care of before it became public. But the *Daily Progress* just called us and so they know about it." So yes, John got very upset (and so did his COO) when I called him and told him what I'd just been told.

SS: Right, and you don't like surprises.

LS: I don't like surprises and John doesn't either. Let's just leave it at that. Now keep in mind I have no direct role for the hospital at this point in time. By this time, the whole world is focusing on this sensational story. We had multiple people talking and their line got only part of my standard crisis response correct: "We're not sure how this happened, but it certainly couldn't have happened here." They got the "We're not sure how it happened," piece right.

This went on for several days. We dug our hole deeper and deeper. John got more and more disturbed, and the Board got more and more disturbed. This was on top of a number of other things that had occurred—small things in some instances, but also some operational things for the hospital. There were reports throughout the fiscal year that things were really going to be bad that year. Then all of the sudden reports came in that they had saved the day and everything was going to be just fine. I think it would be fair to say that the Board lost confidence in the team down there.

This occurred in 1998, and subsequent to it, to be precise on November 13, 1999, I came in one morning. I did come in early. I don't come in as early now, but I came in every day about five thirty. My routine, at that point, was to look at my e-mails, see if there was anything there was interesting, and then go start the coffee and come back and read them.

On this particular morning, there was an e-mail there from John and the subject was: "Take a look at this, I'd like to get it out today." I went back and finished the coffee, and

came in and read it. What it said was: "Effective immediately I am putting Leonard in charge of the hospital. In addition to that I'm making one other change. I'm moving public relations from him and putting that under Bob Sweeney." That was the trade-off—public relations for the hospital. John had said to me a couple of times—and I thought he could not have been serious—he said, "You know, the Board would like for me to send you down there to fix things." I would make the comment, "Yes, I'm sure that's the case."

That went on for several weeks, not frequently, but a time or two. He was processing it. I was not a logical person to send down there, even if you were going to do reorganizing, because I didn't know the hospital business. I knew a little bit about the budget, but not a lot about the hospital budget. Even though several of the vice presidents said, "This is a huge change, John. You ought to think about it a little bit. You're reorganizing the hospital. You're putting Leonard down there. He's got a full-time job, and people aren't going to think he knows anything about the hospital." I'm in the room, and I'm agreeing with them. But by five o'clock, John put it out.

I went home that night and said, "Jerry you are not going to believe what has happened." I told her what had happened. I showed her the e-mail and said, "It is possible that I will go down there tomorrow morning, and there will be a line of white coats in front of the hospital telling me in no uncertain terms that I ought not to be here." I said, "It could be ugly for you as well because it would be ugly for the family if that happens." As she always had been, she was supportive of it, but not pleased that I was doing all of this.

SS: One more thing?

LS: Yes. I did go down there the next morning, and met with the management group. Seriously, I woke up and went down there that morning at eight and I was responsible for the place! To make a long story short and to tie it to the baby switch, this was about the time that some of the court cases were starting. It was being revisited. Corrective action on what we were going to do to make sure it didn't happen again was beginning to be reported. I inherit all of that. I take that on. Most of the press—particularly the state press—knew that I'm just getting there, but they also knew I was around when it occurred. There was a little bit of uncertainty as to whether they ought to beat me up or whether they ought to give me a chance. I knew that was going to be a problem. I did the best I could and tried to use the right terms. We used the audit group to determine how we were going to control the inventory of babies. I mean, to make sure it didn't happen again.

At the same time, I had a hospital to run. I knew that there were some folks down there who had been somewhat critical of the way things were going at the hospital. I suspected that that might be part of the problem. The person who had been running the hospital—the person that came up to tell me about this—is a great person and physician, but the Board was not convinced that he was in control of the situation. I think John's view was that they would trust me. And that while I didn't know anything about hospitals, if he sent me down there and I told them that this is happening or that's not happening or I'm not sure, that they wouldn't question it. I think he probably was right on that because I

had to tell them sometimes "I don't know." Or, "I'll have to get somebody to explain that because I can't explain that."

I spent my first days going to see three people down there that I trusted immensely. These were physicians that I had known in some other way with the University. They weren't personal physicians, but they were people that I knew were long-standing, reliable, trustworthy people. I said, "I think there are some people down here that have probably not been helping the problem. I feel like I need to know who they are. I need to go see them." Over a two-day period, I came up with six names. They were consistent. I spent the next week visiting each of those six people.

I had a line that I always started off with, it was: "Thank you for seeing me. I know how busy you are, and I'm going to save us both a lot of time. I know what you're thinking, 'You don't know the first thing about healthcare, why are you down here?' You're right, I don't know the first thing about healthcare, but I think what we're dealing with here is a management issue. I don't know a lot about it, but I know some about it and I'm going to give it a shot. I do know this, that I will fail, too, if I don't have the support of some of you that are really the opinion makers down here. I'm going to need your help and I wonder if you can talk to me about some of things we ought to be doing."

To the best of my knowledge, not one of those six people ever undercut me, and indeed, I would say that they helped me along the way. Some more than others, but none of them did me in. I then spent about two-and-a-half years down there. I joke with people saying

that the Board and the president told me to learn enough about the health system to get the best CEO you can and then get out. It took me two-and-a-half years to do that. It is without question the hardest work I've ever done. I never took an office down there because I didn't want them to think that I was there for the long run. I managed my time to extend the day from five-thirty to eight. I did Saturdays and Sundays. Saturdays more than Sundays. I don't want to say I did Sundays. I was down there a lot of Sundays, but they weren't full days.

I tried to learn enough about it so that I didn't embarrass us or get us into trouble. There were people who were on the staff who were hugely loyal to me and helped me. I tried to get down in the bowels of the place. I tried to understand where the crunch points were. I know more about operating rooms and emergency rooms than I ever wanted to know.

SS: Did you do that just by observing or meeting with people?

LS: Both. This is a true story. I spent three hours in the operating room observing operations. I spent one Saturday night in the ED. Within two weeks the word was out: "He's in the OR every day and he spends all the weekends in the emergency room." I needed to find my way around. There were 4,500 employees and 600 patients at the time. I'd go around on Saturdays on the floor and introduce myself to people—nurses, technicians, and the people that were lining up the schedule for the ORs. I tried to keep the capital projects going. I didn't do a great job. I didn't do a horrible job because I was able to judge some of the people that could help me get it right.

I remember a profound statement that one person made to me on a Saturday afternoon. It was a nurse who looked tired. We were short-staffed. One of the things I discovered is we had thirty beds closed because we couldn't get nurses. I concluded the reason we couldn't get nurses was because we weren't paying them enough. I probably paid them a little too much, but I bumped it up, and got the beds open pretty quickly. We could hire nurses and, as one Board member said, we became one of the best places to work from a compensation perspective in the state. I needed to do it. Yes, I did overshoot it a little, but we worked that out over time.

So this nurse said, "I'm tired. I'm working double shifts and we don't have enough people." I said, "I know that. I'm trying to do something about it." I said, "If there's one thing that I might do for you that would make it better what would that be?" She teared up and said, "I have had to give up all of my professional development. I go home at night, and I'm not sure that I'm giving the best care that we know about today. I would love to go to a professional development conference." On Monday morning, I invested $260,000 in professional development for the nurses.

I was able to do little things like that, but it was a dangerous time because we were having financial difficulties. We had this baby switch thing on us, and in the middle of it we found out that we had a staff person that was raping patients that were on our psychiatry unit. To make matters worse, a patient said that she thought she had been sexually assaulted by this person at an earlier time. It had been investigated and concluded that she imagined this, which isn't unusual for people who are in a psychiatric

environment where people are coming in to check on them in the middle of the night, waking them up and if they are on medications. It is not unheard of. When you get a report of that—lesson learned—you assume it happened until you prove it didn't. You don't assume it didn't until you prove it did. That happened along about this time. I lost thirty pounds.

SS: How could you?

LS: I weighed a lot more then. I needed to. It was hard work, and yet it was the most rewarding two-and-a-half years of my forty-four years here and I wouldn't take anything for it. For one thing it was the only part of the University that I hadn't seen inside and out. I got to know people who come to work with a different purpose than most of the people that I had worked with. They come to work to help somebody have a better quality of life after they get through. Most of us come to work and that's not the first thing we think about. It was a great tour of duty. The baby switch thing never got good, but it got done. It was as bad as it could be. Before we ever discovered it, the mother and father of one of the children had been killed in an automobile accident. You can't make these things up. They're too bad. I'll stop there.

I think if I had had time to think about it, I would have said, "John, I don't know that I can do it. I don't know that I'm capable of pulling this off." I would not let him say that I pulled it off well. He would probably say it worked like he wanted it to. I think that it

gave the Board, not assurances that it was well run, but assurances that they were getting the straight scoop. That was important to John at that point in time.

SS: If I may say, it doesn't seem that is in your lexicon to say, "I don't think I can do that."

LS: I don't think I can. Even today, I feel that I'm playing above my head. That I'm not capable of doing what I've been asked to do. That's the reason I think that I have to work so hard. Jerry will tell you this and those who are close to me know that I feel this way. I think that I have been allowed to do things at this university that I shouldn't have been. I've done my best, I've never had trouble sleeping at night because A, I was tired, and B, I'd done my best. I'd done my best. That's all one can do. I've always felt that and it put a huge burden on me to do well. I've always felt that people allowed me to do more than they probably should have allowed me to do.

I have been grateful for that, and I've been grateful for a job. From the day I got here—I'm being very personal right now—I felt that I've been fortunate to be here. I've been allowed to do things that are fun for me but above what I ever dreamed I could be allowed to do. I wouldn't change much if I had the opportunity to do it over again. Sure, I learned some things at mid-point that I would have liked to have known earlier, but it's been a learning experience. I'm most proud of the people that I've been able to attract around me who are, in every case, smarter than I am and can do their part of the job better than I can. Collectively, we were a good team.

I reached a point about twenty years ago, when I enjoyed the accomplishments of the people that worked with me more than I did my own. That was a relieving moment. When you say, "I've done enough." You continue to do the best you can, but you enjoy what some of the people around you—people you've picked and that you believe in—are doing. It allowed me to delegate better. It allowed me to be quicker to say thank you to them. And to point out something good that they had done, which made them better. I don't think I'm a great leader. But together we got a lot of things right, and together we got through some very difficult times. We got through some fun things too. I'll move to one of them now, if it's okay.

SS: Yes. The only other thing I was going to say was when you had your retirement party, I read a lot of the online messages that were left to you.

LS: They were nice.

SS: They were very nice, and there were groundskeepers as well as other vice presidents. The ones that stood out in my mind were the people who worked at the medical center with you and what you've just said about it made me remember those remarks and just what in impact you must have made there.

LS: It reinforced something that I believed in, and I still believe in it. When it comes to hiring people. If I have anything going for me, I'm a reasonably good judge of people. Jerry would say I jump to conclusions about people too soon sometimes. I would say to

her: "People don't change very often." Your first impressions are often pretty good. What I learned is that you can bring people in who have the right values, who have the right commitment, and who put the interest of the enterprise—the health system, the University—above their personal interests. You can teach them the skills they need to do the work. Yes, if you're a lawyer, you've got to be trained as a lawyer. If you're an accountant CPA, you've got to know a little bit of accounting.

We make so much over the technical work that a person has done to see if we think they can do the job without giving adequate consideration to what I like to summarize by calling "the fit." I think those people at the medical center were giving me a lot of credit for spending time with them, listening to them, and trying to respond to the issues that I saw. The fact that they knew I was trying caused them to believe that things were getting better. I don't mean that I was playing smoke and mirrors games with them, but people like to know that somebody recognizes their dilemmas, their problems. If I was accomplishing anything, I was doing that. That was sheer gut work, just grinding it out day after day.

I had some funny things happen along the way. The first Memorial Day was the 30th of May. I got a call from Bob Gibson, a physician in the hospital. I was in my office that day. This was during the time I was trying to do a couple of jobs. Bob said, "You need to know this. The president's doctor has announced that she's going to leave the medical center and she's going to go downtown and set up an office. She's taking the three women that are in her department with her to set up a private practice." Bob was

referring to Barbara Post. She and I laugh about this now. Of course, what's going through my head is, "That's the president's doctor. That's the Rector's doctor. I won't be in this job very long."

I told Bob, "I can't let the day go by without getting Barbara in here because I want to hear it from her." I didn't know Barbara Post at that point. So she comes in and she said, "I don't like all this state bureaucracy. I want to learn what it is to be on my own and be at risk and see what I can do." I said, "So, what if I told you that I will replicate that in this university. Let's do it as a pilot program and see how it works." She said, "I don't know how you're going to do that." I said, "I can do it." She said, "I'll be interested in what you propose because I really don't want to leave here," which was what I wanted to hear. She walked out of the room and Bob said to me, "So how are you going to do that?" I said, "I have no idea," but I said, "We've got twenty-four hours to figure it out."

What we did—with good advice from a lot of people—is set up a limited liability corporation and we set up a board of one person. I was the board member. She had a contract with the University, essentially, to provide physicians services as part of the University and she had the same risk and rewards that she would have had if she was downtown. The new CEO didn't like it because it was a one-off type arrangement, but it is still working beautifully and it's a financial success. She's a financial success and she's as happy as she can be. It's been ten years this year, so we celebrated the anniversary.

That was a real experience down there. I was surprised by the comments that were posted to the web site and the names that came up. These were people who I didn't feel like I'd done a lot for, but they remember one little thing. It just shows you how important it is to take a minute with people.

SS: That's very touching.

LS: They are the things that will make you or break you in these jobs. I've often said that if I could have one hour with every employee once a year, that we could solve 95 percent of the problems in this university related to employment. I believe you could, but you just couldn't accomplish it. You can't do it. We have 17,000 people here now. I would like to have that personal relationship, so when they say bad things, they know they're talking about a human being, not some face that they never met. I think that's a real part of it.

We've had a lot of fun during John's time here. Some of the things that happened I would like to mention. One in particular. We had a person here who cared a lot about football, Carl Smith, that's a name you probably don't know, but I'm sure you've run across it. We wanted to renovate the stadium. He was a clear donor candidate. He never made a gift in his life. He made deals. He gave us a lot of money, but they all had huge contracts associated with them and they were complicated to do. While I'm not a development person, there had been half a dozen people over my time here, often large donors, who do see their gifts as a deal, not a gift, who worked with me. He was one of them.

He is deceased now, but I still work with his wife Hunter on major gifts. She has just recently given us $12 million for a band rehearsal hall to house the band that she gave us $3 million for. She's been very good to us.

They give me a hard time about this next story. My wife is embarrassed every time anybody tells it. So here is someone and his wife who ultimately gave us $25 million for the football stadium who set up an appointment to come to see me. They want me to take them to the stadium and get a view of what they would see if we had renovated the stadium and had suites around the top, and they were looking down on the field.

I had to get somebody who knew enough about the height and what we had over there that would get us to that level. What we concluded was if we got on top of one of the buildings over there it was just about exactly where the suites would be. There was a trap door you could go through. You could go up to it and climb up a ladder to get up there. Well, that was the easy part. I had to get some people to come and unlock the door and make sure we could get up there, and if we needed a ladder, they had one on the truck and that kind of thing. It was going to take them about an hour to get the people out to do that. I said, "Well, it's lunch time, why don't we go get something to eat?" Me being the non-development officer that I am. They said, "Sure that sounds like a great idea."

Carl starts looking at his watch and he says, "I really can't take much time beyond that. I've got another appointment, so we've got to do this really quickly." And he said, "So can we go somewhere that is really quick?" Thinking practically, which really got me in

trouble, I said, "What we could do, if it's okay with you—totally up to you—we can go over to one of our dining facilities and have lunch over there." I'd taken people there before. Of course, this is summer. I forgot that it was summer camps. We go over there and the oldest person there is twelve years old and it's their special day, hot dogs and pork and beans.

I've got this $25 million donor and his wife who have three homes and I'm feeding them hot dogs and pork and beans. It would have been fine if they had known it and I'd known it, and if I hadn't told somebody else what I had just done. That's the closest my wife has ever come to leaving me! Hunter still tells that story whenever she goes anywhere with me about me taking them out to have hot dogs and pork and beans. I got the $25 million and we've had several gifts since then. They've been great supporters.

Here's another story, and I totally give John credit for this. Everybody wanted to figure a way to replace or renovate University Hall. The round building that has a shell over it. It's really a roof, but it's like a shell. They call it the clam building and there is no way to expand it short of taking it down and putting it back up. So to make a long story short, we started looking at whether we could raise $129 million to build this arena. The arena was to play basketball, yes, but John had the concept that he wanted it to be a multi-purpose facility. He said to me: "You go back to the yearbooks of the forties and the fifties and there is Vaughn Monroe playing at a concert at Memorial Gym, this little box, and there are the big bands that played there and the students loved it. We don't have anything like that now. Before I step down as president I want to have that."

Several years went by and we had trouble getting this thing off the ground. We couldn't even get started. Finally, we had enough people who expressed an interest in it that we decided we'd get a design going. There are many sub-stories here that I won't go into. The most eloquent businessman, he's not ruthless, but people are scared to death to do a deal with him because he'll take them to the cleaners every time, was the chairman of the finance committee, Bill Goodwin. He said, "You know, this thing will never get done if we don't get it done while you and I are here." He said, "You build a business plan, figure out how we can make this thing work, and we'll issue debt or do something."

I spent time on it, and used my people. I had to come in and see him and we laid the paperwork out. It was elaborate. It was a fine piece of work. It was huge. I said, "Bill, I would be dishonest if I told you I can make this thing work. I am $10 million short. I've got to tell you that. It is hard to see how I can bring you a piece of paper that says here's the revenue and here are the expenses and they're equal." He said, "Well, let's go over it." He went over it, folded it up, and laid it down. He said, "Don't you think you and I could figure out a way to come up with $10 million between now and the time we finish it?" I said, "We probably can." Bill said, "Let's do it."

So we undertook it. That gave John the confidence he needed to go out and start trying to raise money for it. Fast-forward to the fact that we go through a lot of pain to have a 15,000-seat arena that John wanted and that I wanted because John wanted it. Athletics wanted 12,000 because they thought it would be easier to fill and to keep it packed. I made another hard decision that didn't make athletics happy. It was that the basketball

arena wouldn't be run by athletics, but it would be run by the business operations unit, because we needed to make money off of concerts. I needed to make $1 million a year off of concerts. I can't have it where the athletic director makes the decisions and the basketball coach says, "I can't have a concert in here tonight because I've got to play basketball tomorrow night and I want to practice in the arena. I don't want to practice in the practice facility."

I got some advice and we saw that others were doing that, and I made that decision. Then along the way we found this door that was the entrance to the multi-purpose floor where John and I had visions of circuses and rodeos, as well as concerts and things of that nature. I get the company that was selected to run the arena and book the events to go over and see this building that's under construction and tell me if they see anything that we really ought to pay attention to. They call shortly and said we need to come over and meet with them. What they tell me is: "You have got a beautiful basketball facility and a beautiful entrance that's nine foot, six inches tall that will handle the largest basketball player. But it won't handle a dump truck and it won't handle a tractor-trailer that has to get on the floor to dump things off. It will really put you at a disadvantage because everybody will have to figure out the cost of off-loading outside, putting it on some sort of flat thing, rolling it in, off-loading it again rather than loading the dump truck, backing it in, dumping the sawdust on the floor and pulling it out."

I threw a fit that probably was not professional. It upset several people. To prepare myself for it, I got on the Internet. I shut the door because I'm too upset. This is a huge

deal. This means I'm non-competitive on what John has told me he wants me to do. I look up elephant, I Google the size of an elephant and I found that an Indian elephant can grow to be eleven feet, six inches tall. I got the architect in and said, "Look, you have built this arena, it's got a door in it that's nine foot, six inches tall." He said, "Well that's what athletics wanted." I said, "You knew we wanted a multi-purpose facility. We're paying you and your contract says that you have experience in doing this, and that you know what's necessary to accommodate these things." I said, "We've got a problem and this is going to be fixed."

We went through some wrangling on it. To make a long story short, we now have a thirteen-foot six-inch door and we spent about $260,000. It's known as the "Elephant Door." Even at the College at Wise, which used the same architects, you go down there and ask them what their big door is, and they will tell you that it's the Elephant Door. And the rest of the story is that the architectural firm made that right and did a great job on our facility.

So we finally have it open. I'm thinking that John's going to really be pleased with this. He starts off by saying, "Well Leonard, we really haven't done what we need until we get some big names in here." I tell our booking agency: "Look, we've really got to do some big things."

I don't know much about this stuff, but we start off by having Dave Matthews in the stadium, even before we have the arena finished. I know so little about what I'm doing

that the staff buys me a CD of Dave Matthews so I can hear him, even though he is a Charlottesville native. We have a great success and then we end up later having everything from U2 to the Rolling Stones. We have all kinds of country music. We have wrestling, we have rodeos, we have circuses and it's going great. I'm on target to make my million dollars the first year.

About six months into this agenda, I go to John and I say, "All right, John, you've told me that you and I can't say we have been successful until we get something that competes with the Vaughn Monroes and the big bands that went into Memorial Gym. Do you think we're at the point now where we can do it?" I'm thinking he'll say, "Yes, this exceeds anything that we've ever expected." He says, "Nope." I said, "All right, you've got to help me, John. I'm doing the best I can here. Where have I screwed up?" He said, "Jimmy Buffett hasn't been here." I said, "Jimmy Buffett?" He said, "Yes, Jimmy Buffett." I said, "All right."

I go back and I get the promoters in with my contract administrator. I've got a local promoter that goes to Jimmy Buffett's place down in the Caribbean. I begged them to do anything they can to get Jimmy Buffett to come. A year goes by. I got them back again, and they said, "He's just not interested in playing in Charlottesville, Virginia. He's not doing much now and he just doesn't want to come here." I said, "We will not have succeeded until you do it." A year and a half ago, we had Jimmy Buffett, and we managed to get John's picture taken with him. He came dressed like a Parrothead and the whole bit. (Laughter.)

SS: I can't believe that John Casteen is a Parrothead! (Laughter.)

LS: I made him publicly say that we now had achieved what we intended to achieve with the new arena. I think he will tell you that. He'll probably say it a little bit differently than that, but not much differently.

SS: That's a great story.

LS: That has been a fun project. It was one of these things, again, where John said, "You've got to make it work." Of all the people in the world, I knew nothing about concerts. The first one I had ever been to was one we had here. I mean, I just hadn't done that. I have had so much fun. I attended every event that we had the first year or at least part of it. I found out that we reached out to people in this community that had no connection with the University other than through that arena. We draw from Richmond and Northern Virginia for the big concerts. We draw from the Valley for wrestling. We draw from all over for the circus. It's been great fun. But my Jimmy Buffett story is one that every time I have a chance I tell people that's what it took for me to get John to say he was satisfied with my performance.

SS: He's a hard one.

LS: He's a hard one.

SS: You mentioned an incident yesterday that you wanted me to have you talk about and it had something to do with the Law school and the Darden School.

LS: Yes. This had to do with the Darden School. We had two buildings side by side. One was occupied by the Darden School and one by the Law School. Both of them were 1970s buildings, and both of them looked very modern. Both of them looked like a rectangular box with a flat top. You've got a top law school that would like to have something nice. You've got the Darden School that's trying to compete with Wharton, so they have big ambitions. They have big ambitions and they have no thought of what's impossible. They can do whatever they want.

So at first Darden wanted the University to buy their building from them and give them some substantial amount of money and then they would go off Grounds and build a building. They found out that regardless of what we paid them, they couldn't afford to pay for the land and raise the money for the building. So we got past that. Then I was asked to work with them and find several places that they might be able to build a building, and find someone else that could use their building. We settle on the piece of land that is now the home to the new Darden School, after they looked at four or five parcels. That part was good.

In a couple of meetings that I had been in with John, he raised the question with the provost and others: "If Darden is going to be able to build this building, you're going to have to find some use for the old Darden building, so that we can justify compensating

them for their building. It has to be a building that we wanted and one that we would be able to raise money for, so we can pay them some money that they can use to invest in their building."

So this went on for a while. Darden got very impatient, and said to John: "We really need an answer on this because we need to tell my major donor either that we couldn't find a way to get rid of the existing building, and if so, we'll just have to do what we can to modernize the one we've got. We really can't put the addition on it because the addition would be next to the loading dock, et cetera, et cetera." Bill Goodwin was the donor he was referring to—a name you just heard as the chair of the finance committee. He was a big Darden person, and quite capable.

John wanted to find a solution. He called the provost in and said, "A month ago, I asked you to look into this. What have you been able to determine?" He just looked John in the eye and said, "John, I just can't think of anything we could use this for." I was a little taken aback by that because I never saw any dean or provost that couldn't find something that they could use a building for. So John excused him. The dean of the Darden School was there. I think he was there or he was on the phone. Anyway, I was paying attention. I was taking notes, but I wasn't overly engaged. This was a Thursday afternoon. John said, "Leonard, I'm going to give you until Monday to see if you can figure out some way to make this thing work." I said, "Say that again." The provost got a month, and I got three days.

I spent Thursday night thinking. Friday morning, first, I called the Law School, and then I called the Darden School. So I called the Law School and talked to Tom Jackson, who was the dean, and later became president at University of Rochester. I said, "Tom, the Darden School wants to move out. The only way they can move out is if we find somebody to use their building that has money." I said, "When I think about this thing, the only way that it makes sense is if we can find a way that this would be a building that you could use to solve your building problem. That is if there was a way that you could get both of them and then renovate them in a direction 'away from the loading dock,' and put a connector between the two. A good architect might be able to do something about it." Excuse me, that's not right. I had both of them on the phone for this first call.

I'm getting ahead of myself. What I said to both of them was that this is what John has asked me to do. And, "The only way that I know to make it happen in three days is if I can work out something with the two of you. Would you think about it and maybe we can touch base later in the day?"

We had no more than hung up when Tom Jackson is back on the phone solo. He said, "Okay, tell me now what is your real thinking on this thing?" I then go into my speech: "I just think that this is the only way it's going to work. Nobody else has got the money. You're the only one that can come up with the money. With a good architect, it might work. It isn't ideal, but I don't know how you're going to get the money to replace the whole school. This way you just replace half of it. You can do renovations and a connecting link and maybe you can do it."

I said, "If you have any interest in this, you need to let me know today how much you would pay for the Law School in order for this to work." He said, "Well, this is awful fast." I said, "I know it. But just let me know." While I'm on the phone, the call came in from the dean of the Darden School. I have a conversation with him, and he said, "So, how do you think this is going to work?" I said, "Well, I don't know. I think they're going to think about it." But I said, "If we can't make this work, I'll tell you, John," John Rosenblum, "if this deal isn't going to go, you're going to have to renovate your old building." I said, "You ought to think very carefully about what you're going require. How much money have you got to have for it?" He said, "I've got to have a few minutes to think about this. I've got to call Bill."

I waited for two or three hours. I called both of them back, both of them had an answer. The Law School said, "We don't think this is a great idea, but if we can get it for $7 million, we'll do it." I called the Darden School, and the Darden School said, "Well, we'll do it, but we've got to have $8 million." I thought, "I'm $1 million apart here." I think, ultimately, I might have just come up with that million dollars if I had to. But I thought, "Okay, this is a challenge. Let's see, we ought to be able to work out something, these are smart people."

I knew that the Darden School wanted to have its own bookstore in their building and the Law School wanted to have its bookstore. I called the Darden School back and said, "I want you to pay $8 million to the Law School. I told the Law School, "You're going to

get $8 million, but you've got to put a million of it into the bookstore that's going to be shared with the Law School."

Essentially, the way we worked it out was that for seven and a half million dollars, they bought and sold 85 percent of the building and they both owned half of 15 percent which got us through the deal. Before we built it, both of them decided they didn't want to share a bookstore, so they settled out of court and worked out that 15 percent, but we got it done. There was an e-mail that I prepared and I made them both agree with what we'd agreed to. Monday morning I went in to John and said, "Okay, it's done, there it is."

That was something that I thought was interesting. I think it was really a good deal because the Law School, to this day, will tell you they paid too much for that thing and the Darden School will say they should have gotten more than that. They both taunt me by saying they got screwed on the deal, but they both did the deal. That's one that was fun, and just by chance we got it worked out.

SS: I hope in that instance John said you did a good job.

LS: John thought that was a good job. He thought that was fine. He was glad to get it taken care of and it got him off the hook, because he would have gotten some pressure to figure out a way to make it happen. He knows that and I know that. I would have liked to have had a little bit more time on it. Maybe I wouldn't have gotten it done if I had more time. I wouldn't have had the urgency. Maybe he did it exactly right.

SS: That reminds me of something Teresa Sullivan said when she was asked how she was going to replace you or what she was going to look for. I believe it was in a U.Va. magazine. She said, "Well, somebody who has the ability to leap tall buildings."

LS: (Laughter.) Well, my year of retirement events—how should I describe it? It was embarrassing. It made me very uncomfortable, but it was extraordinarily generous. So many things were done—and by groups that I didn't even know were paying attention. There was one in particular that I thought was skillful. It is a secret group that's related to athletics. They call themselves the Cirrus Society. I know now they represent the Olympic sports. I'm told they're current athletes and there's some alumni in it.

On my desk after I came back from a meeting last May, before school was out but late in the school year, there were three boxes that looked like shirt boxes or something my wife would get a suit in. They were all wrapped up in orange and blue. I opened them up and there were thirteen T-shirts. One for each of the Olympic sports, with the nicest letter that read: "Thank you for what you've done for athletics."

There have been so many. This is embarrassing to me, but I've kept a list because of the thank you notes. There are forty-nine entities ranging from the City of Charlottesville to the Board of Visitors. I don't know how to explain it. Am I grateful for it? Yes. Do I think they overdid it? I told people if I were really in charge I wouldn't have let them do that because it was too much, they shouldn't have done all of that. The place has been

extraordinarily kind to me over a very long time. I've been fortunate to have good people to work with. I hope I've added some value. I hope I've made the hard decisions.

I think that the time was absolutely right for me to step aside. It would have been wrong to try to undertake another term with Terry, because at my age I can't be relied upon to provide a lot of years of healthy, good service. I just can't. She needed to build her team. I have worked with so many people that tried to stay longer than they should and ended up having to be helped to get out and almost always they ended up not feeling good about the relationship and the situation. I knew I would lose authority quickly and it didn't surprise me and it hasn't bothered me. I think I've adjusted well. I appreciate this year to transition, because I didn't just come to work eighty hours one week and then have no hours, but I had no idea how much stress I was feeling until I didn't have it. It's been a good transition period.

I feel good about the timing; I feel good about the decision; and I think it's good for the University. Again, with John, of course, is where I spent most of my time. I spent about an equal amount of time with Ray Hunt—twenty-one years—but he put up with me at a time when I was absolutely learning where the restrooms were. But with John, it was in a time when the University built 134 buildings and the endowment grew dramatically. We had bad times, we had good times, but most of the things were going well most of the time. We could see progress. You can really see it when you look back. Probably more important than anything else, I hope we built a platform on which the next team can

accomplish even more, which is the way this thing's supposed to work. That's the way it's supposed to be.

SS: Next time I'd like to talk some more about those accomplishments, and the legacy that your administration—John's administration—leaves behind. But let's end for today.

LS: Okay, great.

[End of Interview]

The University of Virginia Oral History Project
Interview with Leonard Sandridge, Jr.
Conducted on March 20, 2012 by Sheree Scarborough

SS: This is the third interview session with Leonard Sandridge. This is Sheree Scarborough for the University of Virginia Oral History Project. I'm meeting with him in the Board of Visitors offices in the Rotunda at the University. Today is March 20, 2012.

Leonard, I wanted to follow up on something we talked about in our previous session. It's the meeting you and John Casteen had before he became president. You met with him all day with a PowerPoint that your staff had prepared, about what was facing him as he was coming in. I wasn't clear from our last session whether it was just the two of you or there were others in that meeting?

LS: I spent a full day in Storrs, Connecticut at the University of Connecticut. We actually started out the morning having the conversations about the outlook for state budgets and the situation at the University from a financial perspective. That was just John and me. The two of us went over those materials, and spent a good bit of time speculating on what the state might be doing, and when we might hear those changes.

That afternoon, John had also asked me to meet with several of his staff to get to know them and to hear a bit about how he had operated his office because he thought it would be helpful as we planned for his transition to the University. He thought it would be

helpful to be aware of things that worked well and things that he thought he would like to improve upon.

It was really two parts to the visit. The morning was more strategic in nature. It was John and me alone for several hours talking about financial as well as operational issues, as he contemplated coming here. Then in the afternoon, it was getting to speak briefly to a number of his staff people that were either his chief of staff or the equivalent, and doing particular tasks for him that he wanted us to observe and give some thought to, as he made the transition.

SS: Thank you. Also, hearing you talk about it again, I have another question. Was it a strategic decision at that point for you to become the COO, so that he could address the fundraising issues?

LS: I think it would be fair to say that he intended in those conversations to give me some indication that he wanted me to assume more responsibilities over time. I'm not sure that the significance of it really registered with me as much as it should have at that moment. Early in our work together, he began to describe a structure that would give him more flexibility with external constituents and provide some additional coordination within the University. While I don't remember specifics of that conversation, it is my instinct that he began to give me hints of that at the time.

SS: Thanks so much. Now, before I forget, tell me about the bumper sticker: "I Brake for Leonard Sandridge." How did that come about?

LS: The way that came about was each year, for a number of years, I have hosted a dinner in the Rotunda during the summer for a student leadership group. The office of student affairs and the vice president of student affairs conduct an orientation program that lasts about ten days for people who are going to assume leadership roles in the fall. It's typically in very early or mid-June. It was traditional that we would have a session in the Rotunda. Those sessions were always quite interesting. We had a lot of fun.

There were probably forty student leaders in attendance. At the beginning before dinner, they would introduce themselves, and they would raise a question about the University that they would like to have a response to. I would, of course, be there but I would also have some of my senior leadership team there as well. My administrative assistant Megan Lowe was there along with our director of public relations, at the present time that person is Carol Wood. We would get together and simply sequence the questions so that ones of similar character were grouped together. On this particular night we had a very good interchange with students.

I would take the questions after dinner. They had been reordered and they had been given to me on the computer screen. I would try, in a rational and systematic way, to go through and have a dialogue that would include a response to each question. I would use ones that were particularly related to the responsibilities of one of my staff, as an

opportunity to engage them, so that students would get to know the people they were going to work with.

On this particular evening, we had a very good discussion. As was reported to me later by a student group, the next day about lunch time when the students were taking a break from their orientation, a number of them were in an automobile going down West Main Street and approaching a crosswalk. It is stated that I was coming across the crosswalk, and one of the students said, "Oh, that's Mr. Sandridge," and one of the others said, "Yes, we need to brake for him." A third one said, "That sounds like a bumper sticker."

I think the initial order was about twenty bumper stickers, and they started showing up at various places. It was a very proud group of students who took full responsibility for the idea, and they turned out to be an extraordinary group of student leaders as well. It was a very nice thing that they did. We've had a lot of fun with it over the years. Of course, the Board of Visitors got wind of it and then an additional order was made and all the Board members got a bumper sticker as well. Every so often I hear of an old car in Charlottesville that someone has seen that still has one on it, but they're becoming fewer and farther between.

SS: I think that was around 2004 or something like that?

LS: That feels about right.

SS: Today, I understand the bumper sticker should read, "What would Leonard do?" I don't know if any have been produced yet, but I've seen that sentiment about.

LS: As I've said before, during this transition people have been overly generous. I have often suggested to staff that we stop and think and try to understand the ramifications of our decisions—but let's make a decision. I hope that in most cases, if they reflect on what I might have done, that it gives them the right answer. That's the thing I would feel some obligation for and some responsibility for.

SS: You spoke some about your decision to retire last time. I don't know if you had anything else to say about that?

LS: I've made a decision to retire multiple times. That has a humorous side to it. I had been here for a very long time. I had planned to step down when I was sixty-five years old. I grew up believing that was the year when people were supposed to retire and stop, particularly after as long as I had been here. We approached the sixty-fifth birthday and about two years before that, the Board, with the president's support, asked me if I would agree to stay a couple of extra years. They wanted to go through a planning process, and the Rector asked me if I would give them two more years.

SS: When would this have been?

LS: I would have been about sixty-three, so that would have been 2005.

SS: Right.

LS: So about 2005, they asked if I would give them a couple of years so that we could go through a planning process. I was feeling fine. I was glad to do that. People close to me know this to be the case. I have always worried about the fact that you can stay too long in these jobs. I did not want to do that because I had too good a run here to mess it up at the end. I was anxious to find a logical time to step down.

As we approached the next deadline, that would have been four years later, because it was two extra years beyond sixty-five, and we talked about it two years early, so that would have been 2009ish. At that point, there were discussions going on involving the president with the Board. If I have my years right, John actually stepped down in August of 2010. When my four years would have been up, we had another conversation. John shared with me what his plans were.

We mutually agreed that it would be potentially helpful for the University, if I stayed six months beyond his planned departure. Such that he wouldn't have to restructure for a one-year period, and they wouldn't have to replace me at a time when we wouldn't know who the next president was. Therefore, people might have a reluctance to take the job not knowing who their leader was going to be. I agreed to stay through December of 2010. The rest of the story is when the Board named the new president she asked me if I would give her twelve months. That put it to June of 2011, which is how we got there. Actually, we've delayed it three times.

SS: And you're still here?

LS: I'm still here but I'm in a different role and we continue to have those discussions as to when it's logical to end that. I remain sensitive to the fact that Terry has selected a very good team of her own. They need to have maximum ability to carry out their agenda. There is a limited period of time where the former team can add value. I know we're all focused on the fact of making sure that we don't just drag this on without good cause.

While there may be a few projects that she continues to want me to work on, we want to deal with those projects and recognize that the day will come when I really ought to be out of here. It's been a mutually positive thing. The Board had really, I think, wanted me to make a commitment of three years. Terry and I agreed that the right thing to do is just to do it one year at a time. That's where we are today.

SS: I have heard the date June 2012 bandied about.

LS: Certainly, that's the commitment that we have to each other. She has raised questions as to whether we might extend it a bit, but we have not reached those decisions yet.

SS: As I understand it, three people are taking over your responsibilities?

LS: That's a little bit exaggerated. I think that it's important to recognize that I was not given all of those responsibilities at one time. These were responsibilities that were added at

various points in my tenure as a vice president. Some of them were in response to issues that came up that caused us to want to restructure things a bit, the hospital being a good example. Even athletics, after we'd had the problems with the NCAA violations. I think that the job probably ended up being one that—I believe John would say this and everyone would—was not created logically. It was a matter of convenience in some cases and what felt like the right thing to do at the time.

The change in leadership was an appropriate occasion to rethink various things. Certainly the president and the Board both have been interested in strengthening the role of the provost. Understandably, Terry felt like she wanted to be more engaged in the day-to-day operations, particularly in the early stages of her career here, as she would state because she did not know the University as well as maybe John did. So she has personally taken on some of those responsibilities.

Of course, Michael Strine has a portion of them. I expect that over the next few months there will be further fine tuning of it just like there was in the early days of my tenure. It is a logical time to rethink how our responsibilities are distributed. It certainly has nothing to do with my capabilities or the capabilities of the ones that replace me. I think it's just the right thing to do at this point in time.

SS: Thank you. I know you've seen enormous changes over the last forty-five years. There's no way to document them all, but can you chose a few that you'd like to talk about?

LS: There has been a lot of change over the last forty-five years but there's none that's more important than one that occurred in 1970, which has changed the complexion of the University from any perspective. And that was the admission of women. Nothing since Mr. Jefferson's decision to build the University, has been as significant for the good of the University.

Immediately, we began to see changes in the way the male students acted, prepared for academic work, dressed and appeared. It made a huge change. It also, of course, was the right thing to do, because the University that we knew before that was all male, and almost all white. It was also one that wasn't reflective of society, and the growing importance of the leadership of women in all that we do.

As I think back on the changes and the ones that have been positive, that is the one that has to stand out in everybody's mind. It was one that lots of people feared. Lots of people predicted all kinds of horrible things would happen. The problems simply never were realized. The transition, by almost any standard, was quite easy.

There were some physical changes that needed to be made to the Grounds. Very practical things like a disproportion share of men's restrooms had to become more equal. Particularly in an environment now where 56 percent of our undergraduate student body is women and 44 percent are men. We've seen a huge amount of change in that length of time. I don't know of anyone at this stage who would say that that's not one of the most

important things that's happened in higher education, as well as here at the University of Virginia.

We have to remind ourselves sometimes that not only forty-five years ago, but frankly thirty-five years ago, we weren't working with computers. I can remember very distinctly in the other wing of the Rotunda in about 1980, we got the first computer that was used to help us print the budget. It was a $10,000 piece of equipment. It had 64K memory. Today our cell phones with no smarts to them have much more capacity. In order to print the budget it would take several days of people watching it print out.

That was a huge advance for us because we had been typing a very thick budget, line by line, adding it by hand, and if we made a mistake we had to go back and redo the whole thing. It was the demarcation between an environment where five years before that date, you'd get a piece of correspondence; you would take a day to read it. You would take a day to type the letter that would go back in response. You'd drop it in the mail. You knew you had three days of freedom before it would get to the place it did before somebody could respond to you.

We then moved quickly over the next five years, post the PC, and even later than that, when this thing called e-mail comes along. All of a sudden now we are dealing with instantaneous communications. Just like it has done with everything in our lives, it changed the way universities operate, and it changed the way this university functions. It

changed our research. It changed the way we register students. It changed the way that students deal with one another.

Some of it has been challenging. Some of it has been, of course, very good. The thing that I think is significant is that we are reflecting back on all of this change that occurred as it relates to technology. My own suspicion is that when we look at the next thirty-five years that those that are reflecting back will have seen a degree of change in technology that we cannot imagine today. It will be much more rapid than anything we have experienced. It is a huge change for everything that we do, but it's also one that can be frightening as we look to the future because we can't comprehend what all of that could mean.

There have been a lot of other changes that are much more visible or conspicuous. I think when we talked about President Shannon about his changing the complexion of the University from an academic perspective. That change has allowed us to be a nationally ranked institution today. It couldn't have happened without that. It's a very positive change.

We have, in the last twenty years, added 130 buildings. So physically it's a different place. Sports, forty-five years ago was not something that people worried too much about and winning might not have been as important. Today, intercollegiate and intramural athletics are an important part of what we do. Your reputation on the football

field and the way student athletes behave reflect on everything else that you do. I think that we're much more attuned to that today than ever before.

There were those things that we lost along the way as a result of change that we've tried to restore. One of them that we have mentioned is that there were alumni who in the forties and fifties greatly treasured the concerts and the dances that occurred in Memorial Gymnasium during the Big Band era.

The population was less than 10,000 when I arrived, and today it is 22,000. It has doubled in size although we're still small relative to public research universities.

I think that with the John Paul Jones Arena we have tried to reinstate the obligation we have to our community and to our students to make sure that they have the opportunity to enjoy the entertainment that those in colleges in metropolitan areas are more likely to have access to. We've been able to do some of that. I had more fun with John Paul Jones Arena, in learning that new business of entertainment, than almost anything else in recent years.

What probably is more important is what hasn't changed in that forty-five years. I remind people who talk about all the rapid change we've had that we still have a commitment to integrity and honor here. We have an honor system that's not perfect. It ebbs and flows a bit with the times. Sometimes it's much more effective than it is at other times. But over the decades, it has been a constant reminder that this place is a little

bit different and that you assume certain responsibilities when you come here. We've never abandoned our commitment to the undergraduate experience.

So many colleges and universities, in particular, have gained their national reputations by outstanding professional programs and extraordinary research efforts. We could name those: the MITs, the Carnegie Mellons, and the Caltechs. Their graduate programs have a big influence. Well, here, while we have a wonderful Law School and business school and we have very good graduate programs, one has to honestly say that we gained our national reputation by a very special experience for undergraduate students.

They come here as smart seventeen year olds. They interact with excellent faculty and other smart students. They have an opportunity to govern themselves while they're here. Yes, like any person seventeen and eighteen years old, they probably make some mistakes along the way, but they're in an environment where they can pick themselves up and correct that and go on. In some magical way, three years and nine months later they walk down the Lawn to graduate and they do graduate. They are leaders that are very much in demand by corporations in this country and graduate schools.

There's something magical about that undergraduate experience that one doesn't replicate at every college and university. I heard someone say that another president had commented somewhat sarcastically about the University, saying at a conference, "Well, think about the graduates from the University of Virginia. They just never get over it." That's exactly right. They never do get over it. The importance of the undergraduate

experience, the importance of graduating, the importance of honor and accepting the fact that nothing short of doing excellent work in all that we do, will do. We shouldn't take it on if we can't be excellent in what we do. Those things have remained constant.

I hear about and see situations in businesses and some colleges where there has been a tendency to bend the rules. I can look you in the eye and say, "In forty-five years here, I have never been encouraged to do anything other than tell the truth, be honest, not alter the facts, not do anything that would mislead anyone." I don't think that if that had not been the environment that I was living in that I could have stayed here forty-five years. I found that very comfortable and comforting, and it just meant that that was one part of the equation one never had to think about because no one would expect you to do anything other than what was honest. It's these values that haven't changed that are, in my view, more important to the way we dealt with change and the way our future will be than anything else.

SS: Thank you. Yes, I think that it's quite remarkable and rare.

LS: I think so.

SS: Something that's been said about the last forty-five years is that the University has had unprecedented financial health. You were intricately involved in that issue. I'm setting that aside from the Casteen administration, although I'm sure a lot of that happened during the last twenty years, but it seems to correspond with your tenure.

LS: But, as you know from our conversations, I think that if I have contributed anything it's been to gather people around me who shared our objectives and wanted to make this place as good as it can be and to do it in a responsible way. Those who preceded me in this job set a very high standard for the way we manage our business affairs. Vincent Shea, who was a key figure for many years, and Ray Hunt who followed him, were good mentors. I paid attention to them.

There's a fine line between being too conservative and being responsible. We've tried to thread that needle pretty carefully. There are those who could say that we have avoided risks sometimes that we shouldn't have. I would not deny that that could be argued on occasion. I would like to say we haven't avoided risk. We've tried to pick our risks carefully and make sure that they were opportunities that were worth taking the risk.

We have tried to do the basics. You simply can't spend more money than you bring in. If more people understood that from the get go, the country wouldn't have so many problems. We also—and this is something that I think colleges and universities are not always perfect in doing—have not avoided the use of debt. We have been, I hope, skillful users of debt. But we have not issued debt without knowing precisely what revenue streams were going to repay the principle and interest.

Often, people have said to me, "Why don't we just borrow money for this or that? You have a good credit rating." Well, that's half the equation. Can you borrow the money? Yes, we can. But do I know who's going to pay it back? We can't just do it on the hope

that something will come along. We simply do not issue bonds here without knowing the rest of that equation.

We've also been fortunate—and this is not something that just the financial community has contributed to—in fact, none of these are. We have been very fortunate to have strong diversity in our revenue streams. We do have private money to an extent that most public universities don't. We have enough demand that we can charge a good tuition. And while we would all say that we don't think we get enough from the state—and I don't know of any public university that would say they do—even with the reduced levels that we receive now, our state appropriation is the equivalent of about a $2 billion endowment every year.

Our auxiliary enterprises are able to take care of themselves. That's housing, dining, and athletics. Here it's a reality. We do not spend more on housing than we receive in rent from our housing. Athletics has to balance its budget. It's more a matter of encouraging our units to live responsibly and in a careful way and a responsible way and having good business ethics.

I hope that we set a framework where that expectation was clearly understood and that people have tried to follow it. They have adopted that expectation and have worked with the program rather than against the program. It's simply the way we do things here. You asked: "How would so and so do it?" It's pretty clearly understood. That's the way it is.

Looking at that forty-five years, we recognized that our guidelines and our principles are pretty simple and that is you live within your means. The second part of that is to make sure that when you spend money, you are spending it for the important things to the maximum extent possible. It means that there are certain programs that one has to carry out regardless of the size or anything else. If we're going to have a career program where we help students find the right placement, it simply has to be second to none. We just have to make that kind of investment. If we aren't able to make that kind of investment then we ought to not be offering that program. We don't get that perfect, but setting priorities is something that we have tried to do very well.

It would be important to say that no financial officer could and should get credit for carrying all of that out, because you could not do it if you didn't have a president that supported it, if you didn't have a staff that helped you enforce it and to make sure it happened. We have been blessed with all of that. The team has done a great job.

SS: Well, moving into that, let's talk about the tenure of John Casteen. The administration that included John Casteen, you, the others I've interviewed—Gordon Burris and Sandy Gilliam—and others. We're going to talk about some of the accomplishments of that time period—the last twenty years. The University has a triple-A bond rating by all the rating agencies. That's pretty incredible isn't it? That's not usual for a university?

LS: It's not usual for a public university. I credit that to the fact that we aren't dependent on just tuition and endowment. We're dependent on a broad range of revenue streams, and

that is important to the rating agencies. Rating agencies like people to pay attention to the basics, that live within their means, and understand that you cannot live above your means. It's a little bit like the national rankings. I feel the same way about the bond ratings.

Our strategy was not to rank number one or two. It wasn't to get a triple-A bond rating. It was to wake up every day and make sure that we were running the University as well as it possibly could be run. What we learned is that if we do that those ratings and those rankings will take care of themselves. Our intentions here have been to know our limitations. To know what we ought to do to be responsible stewards of the state's resources and our donor's resources and to live within our means. The bond rating agencies recognized that.

You also can't underestimate the significant role that private support has played in our overall financial picture, the fact that we have alumni who are very loyal to the University, and a substantial demand by good students to come here. Those things also contribute to the impression that the rating agencies have of our financial stability and our financial standing. It's a big picture. It's not a little picture. And we have been fortunate over many years for the band to be playing in harmony. That's the way we'd like to try to keep it.

SS: That's a nice image. The capital campaign, which you just brought up, from 1994 to 2000, was incredibly successful.

LS: Yes. We, as a public university, have a long history of raising private money and being dependent on it. In the Frank Hereford days and more intensely in the John Casteen days, we have ratcheted that up to where it has been an open commitment of ours. It has been a huge success and it's a distinguishing characteristic of the University of Virginia as a public university. It has given us the title of one of "the Public Ivies." People don't realize sometimes that we are a public university.

We often get these kinds of questions: "If you're raising all the money yourself, why don't you separate from the state, so that you don't have to worry about in-state and out-of-state ratios, and you have more flexibility?" That's an easy answer because that's not why we were created. Mr. Jefferson created the University for us to be a public university serving the public good. We have a quick answer for why we don't do that. What we learned from Frank Hereford, initially, and John Casteen, eventually, is that we could raise money with the best of them. It gave us confidence that we could do it. John always admired Frank, by the way, often saying, "You know, I think Frank would have thought of it this way."

No one believed when John got here that Reunions would work at U.Va. Well, Reunions do work at U.Va. as evidenced by what we're doing right now. No one believed that we could raise billions of dollars. We have raised billions of dollars. I hesitate to think about what would have happened if we had not been able to do that because it has had a huge impact on sustaining the quality of this institution.

A lot of other publics now are trying to do it—and they will do it—but it takes years. It feels good to be able to turn over a university to others with a good solid financial footing, but one that knows how to raise private money.

It's hard to overstate the significance and the success of the capital campaigns. They played another role that I think we often overlook. The campaigns have engaged alumni in their University in a way that I think would never be possible without that motivation. People are flattered to be asked to give to the University. They may not like the call the day they get it, but they're flattered to understand that twenty years after they graduated, that their engagement is still important to the success of the University that treated them well.

John deserves a lot of credit for setting that culture. The Board deserves a lot of credit for supporting the efforts to do that. It takes some stomach to do a capital campaign of that magnitude because failure is not a good thing. We've never really had to address failure, because we haven't failed, thanks to a lot of people that have done that very successfully.

SS: I think it was last time you told me about Carl Smith and the stadium? Tell me again what your role was in that campaign?

LS: There are a number of successful people who are very generous donors who want to support the University, but they choose not to go through the normal process of dealing

with development officers and a development office. Over a period of twenty years and even a little bit before that, there were at least a half a dozen people who were regular donors who would work with me. In almost every case these were fairly substantial donors and they often had complicated gifts. They sometimes resembled a deal more than they did a gift because they were fairly complicated and had large expectations.

I could go through a half dozen names. I will for the record. Carl and Hunter Smith; John Grisham; Amy and John Griffin; Bill Goodwin. Although I did not initiate the gift, I had the honor of working the gift agreement with Frank Batten who gave $100 million for the Batten School. And John included Jerry and me in a number of the cultivation activities that he had with David Harrison. Those would be my examples. In some cases they were very hard negotiations, but they were fun and the relationships lasted.

In fact, the John Grisham gift, which was for a baseball stadium, was one that was anonymous until about four months ago. The occasion was that I had, after many years, agreed to be the focal point for an MS Society fundraiser. The format is a roast. I was worried that I would not be able to reach the expectations for the fundraising on my own. So I said, "Okay, who can I leverage that will be better than I am to have around me?" Gordon Burris, Larry Sabato, who is on our faculty, and John Grisham agreed to be the roasters. John got up and told the story of our negotiation of the gift for the baseball stadium. He exaggerated about half of it to make it humorous. He told me before the event: "Anything that will make people laugh is fair game at these things." I said, "Whatever you need to do is just fine."

SS: I hope that roast was recorded.

LS: It was. At least major parts of it have been and I think the whole thing was.

SS: Oh, good. Well, the endowment growth was incredible. My figures say $487 million to $4.6 billion over the last twenty years. I don't know if that's correct.

LS: That's about right. In fact, just yesterday I was asked to speak to a group. Alice Handy was in the crowd. You'll recall me saying, that when I became treasurer in 1975, Alice had just been hired. As I said in our previous discussions, Ray Hunt and I always argued over whether he hired her or I did, but we decided before he died that we would both take credit for it when we could. We had investments before that time, but they were just managed by a local investment person. She went with me in '75 to set up an investment office. She reminded me yesterday that the amount we started out with was about $45 million. It's now, with the foundations and all, close to $5 billion.

That's an issue that the Board took an interest in from the very early stages and did the right things at the right time. We set up an investment committee that included people from the Board of Visitors who had special expertise. When it got to be $3 billion dollars, we set up a separate 501(c) (3) organization made up totally of people who had investment expertise. That was such a responsible action on their part and so important. It has served us extremely well. By any measure, compare us to the privates, compare us anywhere you want, we hold our own with the endowment. It's hard to give Alice

Handy, who was with us thirty-plus years, enough credit for that. The Board enabled, she delivered, and I was her cheerleader.

In fact, I would tell you that the better way to describe what I've done in a number of these areas that we're talking about is that I saw my responsibility to acknowledge that those who were in these particular areas were highly talented and more talented than I was in the area for which they had responsibility. If I was reasonably smart, then I would devote my time to enabling them to be as successful as they possibly could and to run interference. All of us need some interference run for us at times in our careers. If I've contributed anything, I hope it would be that—to be their cheerleader along the way, and when trials and tribulations in their lives come along, to be there to support them. With longtime employees, you go through deaths, you go through divorces, and you go through sicknesses. My role has been to try to be there when they needed me and to enable them to be as best as they could possibly be. That's what I hope I have been able to do reasonably well.

SS: To refer back to your retirement messages, there were a lot from staff. I remember a lot of them saying just that—that you remembered them, said hello to them, and were friendly with them even when they were going through a hard time. I'm remembering right now the Facilities group was also very vocal in these messages. In fact, there is what's called a Sandridge Plow Pass?

LS: I have my peculiarities of management style as well. One of them is that I always felt it was important to try to interact with people on their turf and not interact with them only when you call them to come to the "big shop." I will give you a few examples of things I did as a matter of practice—and it always did me more good than it did them—I'm sure.

When we had a snowstorm, they don't happen often, but we place huge demands on our Facility operations when there is bad weather. I have had a routine, depending on the circumstances. When there was bad weather and on graduation day and move-in day, nobody really cared whether I was around very much at all. I devoted my time, on both of those days, starting before sun up on graduation day, going from one area to another and thanking the staff for what they had done to make graduation special. That includes the buses, it includes the police, it includes the Facilities people, and it includes the dining people. It includes the ushers. I got it down over the years where I could hit each one of them at a time when they were setting up. I could get to see a lot of them.

In regard to snow, for years, I had to make decisions on whether we would have a delayed opening or things of that nature. And, depending who you talked to, I had a fairly good reputation or a bad reputation—at least a strong reputation—for not hastily closing the University. I tried to use grace periods rather than closures. Out of 14,000 salaried people, 5,000 of them have to come to work anyway, because they're taking care of patients and feeding students and those kinds of things.

One of the things that I always did was I never made that decision from my home. I always wanted to be sure that I was on-site when I made those decisions. We had a routine of talking to the police and getting a report from the state police. One of the things that I did would be to go to the Facilities place between four and four-thirty in the morning, and talk to the people that are driving the snowplows, making sure that they're okay. It was a little thing for me to do; they'd been there all night.

I'll give you another example. On football game days, I would visit with the ushers, the people that run the first aid rooms, and the police officers. I would take one quarter of the game and I'd go around and speak to them. What I realized was that while I thought it was important to do, it got to the point that they would worry about me if I didn't get there. It became something that I couldn't really give up.

The truth of the matter is that just seeing how hard they were working, their commitment to this place and wanting to do it right, and making sure that they got out there before the students got up and slipped, that was very rewarding. For me, that was a big part of what kept me going for forty-five years—the staff. As I observed, everybody appreciates what the staff does, but I didn't see many of the senior leaders that a lot of the staff could recognize. They certainly didn't know what their first name was. It seemed to me that it was important for at least one of us to take that on as a responsibility. I don't mean to the exclusion of others, but I felt a real responsibility given the part of the University that I was responsible for to spend time doing that. It was rewarding to me.

SS: I saw it the day we first started our interviews. We walked in the door and the people cutting the bushes said, "Hey, Leonard."

LS: Well, that makes me feel good.

(Off record)

SS: You've talked some about accomplishments, such as U.Va. becoming a world-class university, building growth, and diversity. I don't know if you want to add anything to what you've said already in those areas?

LS: The other thing that is conspicuous, I believe, is that the nature of the student body from the time I arrived to what it is now, as is the case at almost all respectable universities, has become much more diverse. Not just racially diverse, but diverse from a sexual orientation, diverse from the perspective of gender, which we don't even see as diversity today. People don't worry about how you can get more women in here. We worry about how you can get a few more men in here, right? (Laughter.)

Now the global implications—getting our students to go abroad and using our relationship with the Semester At Sea—we are the academic accrediting group for this ship that goes around the world twice a year. It is something we started about seven years ago. It was a risk we took. There were questions as to whether it was the right thing to do, but I think everybody now agrees it was the right thing to do.

The students come here from places that are culturally different. One has to agree that that's good for our students because they're going out into a world that's diverse. They're going out into a world. They're not going to Atlanta. They're not going to New York. They're going out globally. In my own family, my son graduated from the Darden School, and he has a father that hasn't traveled much at all because I've stayed right here. My younger son, Michael, who today is in Singapore, and he'll be in Germany day after tomorrow. He's with a global corporation. At Darden they are very internationally focused. I think we owe that to our students.

The other side of that coin is that you have to realize when you're running a university that through no fault of anyone at all, for example, the Asian student who has relatively good but not perfect English, who comes here to go to the University having never seen the United States is going to need more support and going to need more leadership and going to need more environment-shaping than other students. It takes more resources to do that. I think that we've changed dramatically. We've done the right thing. We're trying to do what is the right thing for our students. We also have to recognize that it doesn't just happen. It takes a lot of work. It's hard to do and we have to not lose sight of that commitment.

SS: The other way it's become more diverse, I guess, is through AccessUVa?

LS: It's economically more diverse, that's correct. That has been important. Right, wrong, or indifferent, those students from strong economic backgrounds so often tend to be those

that have the greater experiences as high school students, go to the better schools—some of them private schools. In an institution that is very selective, like we are, you disproportionally get economically advantaged students. You have to work pretty hard to make sure that you don't exclude economically disadvantaged students.

AccessUVa has allowed us to do that. AccessUVa has allowed us to reach out to more first generation students than we otherwise would be able to do. It has been a hugely important program. Has it added thousands? No. Has it added hundreds? Yes. So it's worth doing and it's the right thing to do.

SS: Tell me about how that program got started.

LS: The University of North Carolina announced the Carolina Covenant on a Friday. That was one of the days of our Board of Visitors meeting. The Carolina Covenant was a program that looks very much like AccessUVa. They beat us to the punch. The newspaper article came out on this particular morning. Someone made a copy of it, took it to the boardroom, and passed it around as a matter of interest.

In the Board meeting, John would sit in the middle of the table on one side and I would sit next to him and provost on the other side. He got the article. I noticed him read it, and he laid it down and stared at it for a while, which was John's mannerism. I can see him doing it right now. He leaned over to me, and at one of the less interesting parts of the meeting, said, "Leonard, how long would it take you to replicate that?" I said,

"Replicate it?" "You know, figure out the program." I said, "John I'd like to have a couple weeks."

We went on into the meeting and got through the morning. In the afternoon they have a time when the president makes some comments. The president went through talking about the major gifts and talking about some of the events and then proceeded to say, "Some of you saw the piece that went around this morning on the Carolina Covenant." I'm paraphrasing, but not far off script. It was not script, because there was no script, but it's not far off what was said. He continued, "You know, we've been thinking a lot about that and Leonard tells me that he thinks we will have our U.Va. program in about two weeks. So we'll be wanting to speak with you about that." Of course, I'm hearing about it for the first time. (Laughter.) Fortunately, we did have it before the next Board meeting.

SS: In two weeks?

LS: It wasn't two weeks. It was more than that. It was more like six weeks, but we did have a program, which he supported. We were able to get the financial aid people engaged quickly enough to give us some good advice. We probably made it a little bit too generous because it's been expensive, but it's certainly been successful. That is interesting, because of the story. But it's also interesting from the perspective of the way John sometimes challenges us to deliver on things. He and I chuckle about that, so I'm

not talking behind his back. In fact, if he knew that we were talking about this, he'd be grinning because he knows exactly what he did.

SS: (Laughter.) That's a great story. The behind-the-scenes story. This is precisely what an oral history can add. Thank you. I know that there are a lot of other things that you did or that you all did, but are there things that you would like to put on the record?

LS: We've touched on several of them. There are lots of them. I remember distinctly the day that John announced to the Board that we were going to be building two research buildings. He had asked a few hours before: "Do you think we could afford to pay for two research buildings?" I said, "John, I'm not sure exactly what you have in mind. I think we could come up with some money, but I'd like to know more of what you're talking about." Which lead to the announcement that we were going to do it.

He would never put me in a position that was impossible. He tested me sometimes, stretched me a bit. And then I'd go back and stretch my people, the people that worked with me, and we'd get it done. Almost always, John and I were eventually aligned on what we thought was the best thing to do. We did not necessarily always agree at first pass, but we could agree that we didn't agree. I never hesitated to tell John, pretty directly, what I thought.

I tried desperately not to do that in front of other people because I thought it was important for me not to try to point out why I thought something he wanted to do could

be done differently. He often told me: "I think that's not a good idea that you've got Leonard." He also often said, "I don't think this is a good idea, but if you think it is, go ahead and do it." It was that kind of relationship. In more cases than not, he and I were very much aligned, where it was two of us making something happen. It was often his idea, but it was something I could easily buy into.

A good example is the John Paul Jones Arena. We have talked some about how we got that going. The $10 million—but we can make that up type of thing—that my Board member, Bill Goodwin, was responsible for. John had been very clear about wanting to have entertainment and concerts there. There was a debate with the athletics department whether it should hold 12,000 or 15,000. They had good arguments as to why it should be smaller so we could always fill it up. John and I believed that if we did that somebody somewhere would say, "Why did they make it so small?"

We thought it would be similar to when they opened University Hall in 1965 and television came along in 1970. John and I lived through this. We had so few people using University Hall that they would give us tickets on basketball game days and have us all sit on one side of the arena so that it looked like we had a crowd there for TV. A decade later, we couldn't get everybody in there that wanted to be there. We had been through that and we thought this would be the case. We were totally aligned on that. He would say, "This is what we're going to do," and then I would go and enforce it, that is as it should be.

We often would talk about things that needed to be done. There were some things that I thought inappropriate to ask him to take responsibility for, that I ought to take responsibility for. A president shouldn't have to make a bad decision sometimes. We joked about it. In a perfect world, what we would do is he would announce the good things and I would announce the bad things. It was never exactly like that, but we talked about it a lot. We had that kind of relationship where we could do that. I think he would say that we did that effectively when it was necessary to do so.

John would always support me on things. Once we had decided that we were going to make something happen—regardless of whether people objected to it or not—he would support me by saying, "Well, that's Leonard's area. He's going to make that decision, and I'm going to support what he does." It was that kind of relationship that allowed us to work effectively together for twenty years.

That's abnormal. It really is—to be able to do that. Yet, I trusted him tremendously for his judgment. I think he trusted me. It was just a good relationship. It is important to say that I wasn't a "yes" person and he didn't expect me to be. In fact, he liked push back. Those that didn't push back on him, he sometimes didn't have the respect for them that he would have liked to have had.

With the John Paul Jones Arena, the commitment to bring in entertainment that would be of interest and use to the community, rather than just to the Ivory Tower was a big decision. He made that decision. I asked him: "John, what is your threshold for what we

can offer there? If you want us to be able to bring in the expensive ones, we're going to have to have some that make money." First blush, people didn't know whether the University of Virginia ought to be holding wrestling matches—professional wrestling—in the John Paul Jones Arena, but we decided we would. It reached a part of our community that we weren't reaching in any other way. It was useful.

We drew the line on certain things. The promoters wanted to bring in cage boxing and I simply said, "We're not going to do that. That's not something we do." It was brutal, it was not sportsmanlike, and we just didn't want to do it.

John challenged me by announcing things sometimes a little bit before I was ready, but they were probably things that needed to be announced. It motivated us all to get things done. I would say that it worked pretty well over a lot of years.

SS: I'd say your good working relationship certainly benefited the University of Virginia.

LS: I hope so.

SS: What about the College at Wise? The name change occurred during this period, and you seemed to be very connected?

LS: The College at Wise was started in 1954. That's when it had its beginning. So, it's not an old college. It is in a part of the Commonwealth that simply didn't have much

secondary education. There's a colorful story about how three people went to see the Governor on Christmas Eve (although I believe it was not precisely Christmas Eve) and were referred to as "the Three Wise Men." They probably, literally, were quite wise to promote this. From its beginning, it was from the grassroots. It grew up that way. It was fortunate to have Joe Smiddy as its chancellor early in its history. He was there at the beginning and for decades. He was the perfect person for it. Joe is now fondly referred to as "Papa Joe Smiddy." He still plays country music a little bit. When I was down three weeks ago with the president to announce the search for the replacement chancellor, Papa Joe was sitting on the front seat.

In the early days of my knowledge of the College at Wise, which was when I was in the budget and audit business—the very early stages of my career here—I will admit that there was not a lot of attention being paid to the College here in Charlottesville. It was "down there." It had been assigned to us and left over after the community college system was set up. Even at a point in 1970, it was encouraged to separate from the University and become a standalone four-year college. It started out as a two-year and then became four-year. At the same time, George Mason was encouraged to consider becoming separate. George Mason didn't let the ink dry before they spun off. The College at Wise wanted to stay with us.

Primarily through the business side of the house, I ended up helping them with a number of capital projects. They didn't quite have the bond capability, and we could wrap them into one of our bond issues and things of that nature. I got to know the people down there

at a time when it was not necessarily the in thing to be working with the College at Wise, but they needed someone. We were able to begin to send people down to help them oversee projects that they didn't normally do. We didn't charge them anything. It was just something we did.

John Casteen really changed the relationship with the College altogether. He became very interested in it and its success. At a couple of key points, he sent people down that he cared very much about to be an interim and then ultimately chancellor. When we had another gap, he sent down his mentor, who later became a vice president, Ernie Ern, who had retired, to be interim chancellor. He gave the College some real signals that we thought they were important.

I had the nuts and bolts relationship over a long period of time, but then I also observed John's embracing of the College and his endorsement of what it stands for. That then led the Board of Visitors to say, "The College at Wise is important. It's something we're proud of. It's something that is able to reach a group of students that we don't routinely reach. It's an arm of the University that we want to cultivate and allow to thrive."

Our relationship with Wise has gone from one of benign neglect to custodial to endorsement and enrichment. I have been on the total ride, but I don't take credit for the proper enrichment of it that John was able to bring to it. It's a very special place in an area where the local legislative delegation cares greatly about it, in part because it's an

economic development engine by any measure. It's one of the largest employers, so it makes a difference.

As a result of that, they have been able to get a lot of money for construction. They have new dormitories. They have a convocation center that's a mini version of our John Paul Jones Arena. It even looks a little bit like it in some ways. They tried to pattern it as best they could. You heard the story of the Elephant Door, they have what they now refer to as an Elephant Door because they heard the story and they wanted it to be like that.

It is an area that I've cared a lot about. Something that very few people know, that I will share with you, is that when I was an auditor and an assistant to the vice president and doing financial reporting, my wife would tell you that I went home and said to her, "You know, there's this little college down in southwest Virginia that's in the country and I could really like that. Someday maybe I can be good enough to be financial officer down there." That was a statement I made and we've often thought about that along the way.

SS: (Laughter.) As I understand, you're about to be semi-official.

LS: Terry has concluded, and I think rightly so, that the leadership team down there now—the vice chancellors—are very solid. They've been there a while. They know what they're doing. They may not need a chancellor to be down there on an interim basis. What she decided we would do is to let them monitor the place. The board that they have is really an advisory board, but we allow it to act very much like a governing board and not

prevent it from making recommendations and doing things like that. It's a meaningful board. It is my understanding they would feel more secure if the group down there had a contact here that understood that they were supporting the transition. I was asked to do that. In fact, I'm happy to do it. Because of my familiarity with it more than anything else, I can do it easier than a lot of people. Yes, I will be doing that. I'm going down to Wise two days from now to spend a day down there. I will try to go about every two weeks and have regular telephone conversations as well until they have a new chancellor.

SS: You're still in the process that we talked about in the very first session about being sent to a place at the University to find out about it? (Laughter.)

LS: I'm still working that game. That's exactly right.

SS: But in this case, you have a building named for you down there.

LS: Thank you for recognizing that. That was a total surprise to me and very generous of them. I'm proud to be associated with the College. They didn't need to do that.

On a per capita basis, they probably add more value to their students than we do here, because they take students who have very little hope for the future and they give them an education that gives them hope, and gives them a real boost in their life. They do really good work and they're a very good school. Twenty-two hundred students are getting a very good education.

SS: I've never been.

LS: It's worth going by there some time. You're close enough; you could do that.

SS: That's not to say that there are not things named for you here, right?

LS: There are too many things named for me here.

SS: The Leonard Sandridge Road.

SS: There's a room at the arena: Leonard Sandridge Hall.

LS: There's a little bit of humor to this, too, although terrible embarrassment. I don't even know whether I handled it well or not because I was totally surprised. The kickoff of our capital campaign—the most recent one—in 2006, was in the John Paul Jones Arena. It was one of the first events held there. We needed a very large area.

These are events that are very formal, black tie, very nice. Even though they were proud of the John Paul Jones Arena, no one could imagine how it could be made exquisite enough for this event. It just tells you that if you get the right companies, they can do that. It was done through projection of images and draping and those kinds of things. You would have thought you were in the finest hotel in New York City. It was wonderful.

Talk about scripted! It was absolutely scripted to the nth degree. I had a notebook of everything that was going to be said that night and had been encouraged to follow along to make sure everything was on schedule. The event was going along on time, just like it was supposed to. There was a point at which Katie Couric was to come back out. She was to make some statements. She was the honorary chair along with one other person.

Instead of Katie coming out, Tom Farrell, who was one of the Rectors that I mentioned to you, came out on the stage. I'm looking at the notebook and thinking: "That's not right. Somebody's gotten this screwed up." I said to my wife, "This is mixed up." She didn't know anything either. Tom gets up there and proceeds to explain that although some did not know it, the Board did not adjourn at the end of the day. It had recessed, and he was calling the Board back to order for an important piece of business. By this time, I am completely confused, but absolutely totally unfocused on anything except the fact that somebody has messed up. I don't know what's going on.

As it turns out, I had been given one script that had been customized for me. Everybody else had a different one, but it was very secret and few people really knew what was going to happen. They went through this fairly routine set of statements: "There is a person who's this, that, and the other." They had gone through several paragraphs before I started paying attention at all. This was televised and up on big screens. It was not until there was a camera in front of me and a TV crew with spotlights, that all of a sudden I realized what was happening.

They read a resolution. Tom took a roll call vote of all the Board members. It was totally out of place for that event. I've told them that over and over again since then, that if I had known about it, I wouldn't have let it happen. My wife was there. It was just the nicest thing that they could have done. They announced both of those namings at that event. It was very nice. That was in 2006. That was before I retired. I have been treated excessively well. I don't know any other way to put it, frankly.

SS: You're very humble. One of your accomplishments that you wanted to talk about was your hiring.

LS: I think I am a pretty good judge of people. I like to believe that I am, and that's a good thing because I would not have been able to be successful without being able to do that. I have always believed that there is no perfect individual, including me, including John Casteen, including the Governor of Virginia. We all have our strengths and weaknesses. What one tries to do is to be realistic about one's own strengths and weaknesses, and the strengths and weaknesses that you bring around you. It doesn't make any difference what one individual is. It's the combination of the team that really will make a difference.

I've been here long enough and was vice president long enough that I was able to shape my team pretty completely. And I'm not saying this is the right thing in every case, but my first choice would be to promote people from within if I have the person, but I'm perfectly capable of going outside as well. I ended up having a very good balance

between people who'd been promoted from within and those that we had hired from the outside.

I always tried to pick the best person. That did not mean that I felt that they didn't have areas that they could improve on, but that they would be the best match for what we needed at that point in time. When I say fit, I mean a person who would work with the team and be part of the team and not be a one pony show. Not be one that would stand out and disrupt what we were trying to do.

I had two associate VPs that I brought along who were the first two women to be named vice presidents. They were really re-designated as vice presidents from an associate VP level. One of them, Polly McClure, has since gone on to be vice president at Cornell. Colette Sheehy is still with me. She came in at almost the same level as I did. She was a little higher than I was, but almost the same level I came in at. The president officially names vice presidents. I don't pick vice presidents without talking to him. But my recommendation was supported. And Pat Lampkin became vice president of student affairs. We named Colette. Yoke San Reynolds we hired from Cornell. We have a good complement of women.

We have a good complement of men as well. We hired Ed Howell from Iowa to be CEO of the hospital, which was a huge hire for me, because I got out of the hospital daily as a result of that.

Then, the head of the U.Va. Foundation, Tim Rose, interestingly enough, I think you will recall in our discussion of the consolidation of the vice president for administration with my office, he was the chief of staff to that vice president and was left dangling when we made that change. He was sufficiently a solid citizen, that in my view, we needed to find a way to keep him. For six months, I kept him as a special projects person until the right thing came along. Then we had an emergency when we had to fill the head of the U.Va. Foundation twenty-some years ago. I told the Board I had someone who knew nothing about real estate. He had not headed up a big unit, but was honest, hardworking, and could learn quickly, and I knew would be a good team player. What they were trying to do was to fix a situation where there had been some problems with team playing. Tim has been part of that team.

Barbara Deily is the head of our audit department. She was moved up when we took the auditor and put that person in the position of chief of the business operations.
And, I can't fail to mention the significant role that the immediate office staff played – Tammy Wilkins, Debbie Rinker, Megan Lowe, Susan Harris and Kathleen Jump collectively committed decades in support of the work we did – and they were known to be a key part of what we accomplished together.

I guess what I'm saying is that over more than thirty years, I ended up with a lot of our people being ones that I had been able to pick and they never disappointed me. They were solid citizens. They are making huge contributions today as well. I'm very proud of them. I have, during the last twenty years, as I said to you—and this is a sincere

statement—I enjoy seeing their recognition for things more than I appreciate mine. I really enjoy seeing them be successful. If it's a contribution of being lucky enough to hire good people, that's a contribution I've made.

I hope one of the things I'll be remembered for is the belief that we should respect all of our employees. I really believe that no one has a job that's more important than another one. They're just different jobs. But the University wouldn't work without these people doing the job that they do regardless of whether they perceive themselves to be important or not.

My job was to make sure that every employee felt like they were successful and they were important and that I couldn't really get the job done this day if they weren't the ones that did it. I hope I was successful in doing that because I meant that and believe that. The people that I worked with are what I miss even in this stage, but will miss most when I totally retire. Although they do a good job of seeking me out, touching base, and staying in touch. It's not just those that were working directly with me, there are others as well.

SS: That's nice. I understand you were quite a good recruiter. Not just for your own departments. I don't know if you have any stories to share. I believe the University Librarian Karin Wittenborg told me to ask you about that.

LS: (Laughter.) I know Karin's story. I appreciate her sharing it. When Polly McClure left to go to Cornell—she was our vice president for information technology—I needed to hire one and asked I Karin if she would be on that search committee. We went through the process of getting a search committee together and getting a search team. We had a meeting and looked at some applicants.

As only Karin can do, she told me in private: "I just don't see anything here that turns me on." She said, "There's a person at Michigan that we ought to get here, but he doesn't want to move." I said, "Well, what would it take to get him here?" She said, "I don't know, he works so well with librarians, that's the reason I want him here. He's an IT person and he's come up on the academic side." She said, "He might make you a little nervous because he's an academic. But you really ought to meet him."

To make a long story short, I said, "What can I do to meet him?" She said, "Well, I don't know that he will meet with you if you just call him and tell him that you're looking for a person." She said, "I think I can get him here to Charlottesville to help me with some problems I've got. Let me invite him to come. Then why don't you tell me that you would like to have a chance to chat with him because you're trying to fill this position, and that you'd like to get his advice on what's working well at Michigan." I said, "Fine, let's do that."

We did exactly that. When we got through the conversation, I said, "You know, I've got to tell you, James, as I've listened to you tell me what you're doing there, I don't know

how I can get out of this conversation without saying that I'd like to have a conversation with you about whether you're the right one for this job." I don't remember exactly what he said, but it was something like: "Boy, I wish you hadn't said that to me." I said, "Why?" He said, "I came down here to help Karin. I had no idea that I would want to think anything about changing from Michigan because I'm doing so well there. Everything's going great." But he said, "What you've described to me about this job makes me think it's something that I really could get into."

One conversation led to another. He did, in fact, agree to come, and he has taken a significant role here. He's doing a great job. The good news is that he now reports directly to the president. That's one of the ones that Terry took over. They're doing beautifully together. That one's worked out not only for me, but for others as well. He's a great academic, great scholar, and knows IT very, very well, and he does work well with librarians. He's got the whole package.

SS: (Laughter.) That's a great story. Thanks for sharing it. Have there been any major sacrifices you've had to make or do you have regrets? Those are two different questions, actually, sorry.

LS: I have no regrets. I told this group that I was speaking to yesterday the same thing. To put it in context—this is an interesting group. This is a group of successful people who get together for breakfast about once a month. They ask someone to come in and speak on the topic that they're interested in. Karin is part of this group. It's an accomplished

group of some university people, a lot of community people, some retired business people, and some people who live away from here that want to come back here.

I said to them that in February of 1967, I was grateful to this university to give me a job. I said on June 30, 2011, I was grateful that the University had given me a job. I've felt that way for the entire time. I never took it for granted. I never felt that it ever owed me a job. I never felt that I should stay until next year if I didn't perform well this year. There were times, of course, along the way where I wondered if I was going to be able to progress and then all of a sudden something would change. I think what has made it possible for me to be employed at the University for forty-four years—forty-five years now, but forty-four years then—is that I never did the same thing two years in a row. My job changed that dramatically and that fast.

For all the reasons we have talked about ad nauseam—being allowed to be engaged in things, being allowed to play over my head—means that I have no regrets whatsoever about having been here. I'm not sure this is a regret, but I always felt that I would have liked to have done a little bit better, a little bit more, or something like that, but I did my best. I can honestly say I did my best for the entire time.

Is there anything that I had to give up or sacrifice? I think because my role was primarily in Charlottesville, I was able to do the really important things with my family. They have sacrificed some things. I didn't take the vacations that I should have. I had a wife,

though, that would take the children to the beach even when I couldn't go or didn't go—whichever the truth is.

I also had a wife that attended more functions than any human being should have to, and did it at times when she had health problems that made it very difficult for her to do it, but she attempted to do it. She is the socially inclined person. I still never go anywhere that people don't ask me, "How did you get her?" I have to say, "I'm not sure." I think she sacrificed a lot, but together we've had a great run with this university and we collectively do not regret anything.

When my children were young, I was not at a level where I was going to the president's box for football games or anything like that, so they didn't experience the executive lifestyle that comes with that job. But I have had the ability to take my four grandchildren to the president's box for basketball, to the president's box for Disney on Ice, to the president's box for football. They have, over the last year, all participated in some of the events that were held.

Both of my sons have participated in everything that was appropriate for them to attend. My daughters-in-law, with one exception when she had to stay in Connecticut with a child, have been equally as dedicated and interested. Maybe I'm rationalizing, but I feel like some of those benefits they didn't get, they have gotten now. Did I work late at nights? I did sometimes. Sometimes it was social events. I don't think I missed many basketball games or soccer games. I was able to do those kinds of things.

Jerry and I laugh at this now. I have a reputation of coming to work pretty early and early in my time at the University I found out that sometimes I'd have to work until eleven at night or so to get something done that we needed to get done for the next day. And I've got a wife at home with two children. She finally said, "You've got to do something. I simply need some help at night." What I realized was that there was an easy solution to this and that was that she doesn't like to get up in the morning. She liked to sleep. So what I would do is get up early in the morning and do the things I should have done at night. I was able to be home more in that way. We adjusted in ways like that.

The two boys, and now the daughters-in-law and the grandchildren, have been very supportive at all stages of this. Certainly, Jerry has been an angel in every way. I think we all look back and say, "We wish we had been able to create a few more hours so we could spend more time with the children as they were growing up." I have those concerns, but the school plays and the school visitations and those kinds of things we simply gave priority to and I was able to do it.

SS: You also have a scholarship fund named in your and your wife's honor?

LS: Yes, and that's very nice. I'm reluctant to name another one, but there are two scholarships. The Department of Athletics and the Virginia Student Aid Foundation named one of the athletic grant-in-aid scholarships as well. The thing that's so special

about the one that includes Jerry, the Leonard W. and Jerry S. Sandridge Scholarship Fund, is that it's for the children and grandchildren of employees.

SS: That seems fitting from what you've told me.

LS: It is exactly how I would like to see that group be supported. There are so many things that people have done that have been so nice which you'll never convince me that I deserved, but I'm very grateful for. Those scholarships are certainly two of them. It's just hard to know how I gave enough to be recognized like that, but I have been very grateful.

SS: That same fund is one that the Casteens also have a scholarship named for them, correct?

LS: Yes, for the same purpose. Of course, the Casteen Grounds were named for Betsy and John, which is the arts precinct, essentially. I think he would agree that we both have been treated very nicely. I should say, I don't know any reason that you would think differently, but he retired a year before I did. It would have been easy for him to have said, "I'm out of here." There has been no one that has been more committed to being present and participating, when asked, in the events related to me and Jerry than John and Betsy Casteen, which I have greatly appreciated.

SS: Do you have any advice for your successors?

LS: I tend not to be presumptuous enough to think that I need to give them advice. What I have done, though, is I have tried to share with them the uniqueness of this place and the things that I have found to be useful to me. A person's successor shouldn't try to replicate what the previous person was or did. They should build on whatever platform is there and do their own thing. I believe that and I've encouraged that.

I think the thing that keeps you going is that if you can get up in the morning and say, "I want to go to work." It's not going to be perfect. There are going to be some bad things that happen periodically, and we all have to deal with those, but part of the reward is dealing with those and fixing them, getting them taken care of and trying to do better the next time. I adjust well to things. I can change quite well and I enjoy the little things in life. This place has been a smorgasbord of good things over a long period of time.

SS: Did you have fun every day?

LS: I had fun every day. There were some days, of course, when things didn't go well, and I'm a human being too, but I knew that those were things that went with the job and that it didn't affect the overall job satisfaction that I had. I had a wife at home that would talk to me about bad days. I had people within the University that I could talk to when I had a bad day—and most of them were the people that I worked with. One of the things about a good team is that not everybody gets knocked down the same day. You've always got somebody that's up. As long as I could keep more than half of them up, the rest of us could balance things.

Yes, I've had a lot of fun here. I like to make things function. I like to operate. It was the same thing with the military. I like to see maneuvers work out. I like to see graduations work out. I like to see hospitals provide care and operations during bad snowstorms act as if nothing happened. It means that you've got dedicated people that know what they're doing and they prepared for the worse. That's what I love to see.

I'm big on emergency preparedness. As I said earlier, I'm patriotic. I respect police officers. I respect groundskeepers. If you stop and think about it, we take people who are twenty-five years old and send them to the academy to learn how to be a police officer. We put them in field training for six months and then we put them on the third shift and we give them an automobile. They go out and they make a vehicle stop at two o'clock in the morning. There are four people in that automobile. Here's a twenty-five-year-old who's going to approach that vehicle and we expect that person to make a split second decision potentially every time they do that. There are very few decisions that I make that I have to make in fifteen seconds. But we put officers like that in a position where they have to do that on a daily basis. They get the vast majority of them right. Of course, we hear about some that don't go right.

To me, making sure that they have the equipment they need, the tools they need, and the training they need to have the highest probability of doing what's right is what it's all about. That's part of that enabling and trying to make sure that they're as equipped to do their job as well as they can. I have a huge amount of respect for people who can do that. People who come in when the electricity has gone off and find that thing that allows

everybody to get their electricity back. That's not me doing that—it's the team that we've put together. That's what's fun for me.

SS: The next question I was going to ask you about was your quote that you "had the best job in the world." Maybe you've just answered it. I don't know. Is there something other than that?

LS: I don't think there's a lot more to it. I don't know where else you could go where you had a lot of influence over what a little city does every day. Where you are trusted. Where you're supported by a Board and a president. Where you look around you and you have people that I know cared about me and I cared about them. I honestly believe—I'm sure somebody could find an exception—but for the most part those people in Facilities, the police officers, the people that I worked directly with, they wanted me to be successful.

They knew that together we wanted to be successful. To have support, to have colleagues that you enjoy working with, to have a quality of life like Charlottesville and Albemarle County provides. To be able to progress in your own home town from nothing to something that I was allowed to do and permitted to do. It's hard not to perceive it as the best job in the world.

SS: Have we spoken enough about the accomplishments that you're most proud of or the legacy that you leave behind?

LS: I think so. My legacy is to have been part of a team that moved this university in the right direction. I'm not going to say that we did more than anyone else has ever done. But we did it for our time in history. I hope I'm remembered as a person who worked hard, was fair, could make decisions, was honest, and decided in every case what was best for the University. Those are the things that I hope people will remember me for. I will remember the University as a great place that had great people that have moved it to where it is—and has all prospects of continuing to do so. By any measure, it has been a great ride and, indeed, it's been an honor to have had the opportunity to have served the University of Virginia.

SS: That's very nice. Thank you Leonard.

LS: Thank you, Sheree.

[End of Interview]

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