

Legacy: Edwin M. Epstein transcript

0:00:24.000,0:00:30.080

I'm Sheldon Rothblatt a professor of history emeritus at UC Berkeley uh contributing to the

0:00:30.080,0:00:35.040

legacy program which is so wonderful because someday somebody's going to write a marvelous

0:00:35.040,0:00:42.320

history of the University of California based on all of these interviews and it is a special honor

0:00:42.320,0:00:48.960

for me not only to be part of this program but to interview my really lifelong friend

0:00:48.960,0:00:57.840

and very dear friend Edwin and M. Epstein um and and i i know a great deal about you

0:00:58.800,0:01:04.720

and I'm going to let you talk about yourself as well but let's start the way that

0:01:04.720,0:01:11.840

we really began and a long time ago what was it 1960s yeah you tell the story you tell the story

0:01:13.920,0:01:20.480

no i think it's better if you tell the story of how we first met. I'll tell the story

0:01:20.480,0:01:25.520

we didn't know it but we lived in the same neighborhood and we were taking the same bus

0:01:25.520,0:01:31.040

down down to the campus and for some reason we found ourselves sitting next to one another right

0:01:31.760,0:01:36.240

right and i was as i was going to be the rest of my life and you were as you're going to be

0:01:36.240,0:01:43.280

the rest of your life i was morose and you were jolly wonderful helpful and wanting to talk and

0:01:43.280,0:01:48.720

i remember on that particular day i didn't want to talk and here was this chap who wants to talk

0:01:49.280,0:01:55.600

at any rate we got over that uh and life went on and we spent a great deal of time together our

0:01:55.600,0:02:02.400

families have grown up together and here we are many many years later in another century

0:02:03.600,0:02:07.520

that's right  
it's quite extraordinary

0:02:07.520,0:02:13.840

one would hardly believe it at any rate let's go back to that bus ride and listen

0:02:15.520,0:02:21.200

what are you doing here i might have said or what is your connection?

0:02:25.920,0:02:34.000

i mean you have to understand this was in 1964 that this all took place and i said

0:02:34.000,0:02:41.760

effectively I've just come to the campus I'm a lecturer in the well wasn't the

0:02:41.760,0:02:49.840

HAAS school in those days but just the school of business administration my wife and my

0:02:50.880,0:02:55.280

family have just come with we've just come within the last few weeks

0:02:56.160,0:03:01.760

and we're getting to know Berkeley and and the campus how about yourself

0:03:03.200,0:03:11.440

yeah so what did i tell you i have no idea at any rate uh it was most unusual because you

0:03:11.440,0:03:18.720

were a lawyer and you had um a graduate of Yale

but you'd also been a clerk i think what in the

0:03:18.720,0:03:24.960

Philadelphia supreme court or something yeah  
Pennsylvania supreme court Pennsylvania supreme

0:03:24.960,0:03:30.880

court and you had um so now you were embarking on  
something different and you had to really explain

0:03:30.880,0:03:35.840

that to me but i think you had in mind didn't  
you that you were going to get come to Berkeley

0:03:35.840,0:03:42.480

and get a doctorate in political science was that  
in the well what it was the arrangement was that

0:03:44.000,0:03:53.280

i would be teaching full-time as a lecturer  
meant uh two classes a semester we were we

0:03:53.280,0:04:00.720

were back then we were in the semester system uh  
before switching and then switching back and also

0:04:00.720,0:04:07.120

i would pursue graduate studies in political  
science which was sort of my undergraduate

0:04:08.320,0:04:19.520

major and what my interests really were politics and law  
was sort of a fusion of two and this was in 64.

0:04:20.240,0:04:28.080

and god i always wish that i had come a year  
earlier so i would have seen Berkeley

0:04:28.080,0:04:35.280

in what i call the antebellum period before all  
hell broke groups and just had a chance to

0:04:35.840,0:04:42.960

see what the campus had been like and uh and  
this is the course in which i started out

0:04:44.080,0:04:53.680

it's not you know despite all the romanticism  
that uh attaches to the free speech movement and

0:04:54.560,0:05:04.880

the opening of a campus in terms of issues  
that related to speech and also relative

0:05:08.240,0:05:18.800

how far administrative leadership and decisions  
uh would go students felt very much out of

0:05:18.800,0:05:27.040

the picture at that time in terms of decision  
making on the campus and its long-term effects

0:05:27.040,0:05:33.680

free speech movement was very very important  
not just in Berkeley but uh but elsewhere but

0:05:33.680,0:05:41.920

it wasn't easy for someone who was just coming  
and pursuing a full-time graduate program and

0:05:41.920,0:05:49.680

also uh teaching full-time and moving in a family  
that never been in California until we set foot

0:05:50.320,0:06:01.360

to come to Berkeley and um it wasn't an easy time  
and um it's a little bit preamble i think that's

0:06:01.360,0:06:07.840

necessary to uh coming i um that's what I've  
thought of doing a memoir which I've not done

0:06:09.520,0:06:15.200

i would call it the accidental academic  
because i never intended to be an academic

0:06:16.400,0:06:26.320

i knew from the age of 13 i was going to be a  
Philadelphia lawyer Philadelphia lawyer and a cpa

0:06:27.360,0:06:37.520

and unlike my two older brothers i had no  
particular interest in and i had no particular

0:06:37.520,0:06:47.120

abilities in so-called stem what we would call  
stem subjects today mathematics the sciences

0:06:47.120,0:06:51.360

things of this nature and well just was

something that intuitively came to me

0:06:52.400,0:06:59.680

that's how i started out i graduated from my high school i graduated from yale law school

0:07:00.400,0:07:06.560

and did a judicial courtship and then started practicing which with a

0:07:07.280,0:07:16.640

law firm in Philadelphia and at the same time once again serendipity played a its role

0:07:17.520,0:07:26.640

uh I'm a great believer in serendipity in life's life's course of unfolding

0:07:28.480,0:07:38.400

i had had lunch with a professor of mine at uh at Penn who was chair of what was then the

0:07:38.400,0:07:43.840

business law department a few weeks later i had a phone call from him saying that

0:07:45.200,0:07:51.520

a man who was supposed to teach an eight o'clock course introductory course had a heart attack and

0:07:51.520,0:07:59.440

died would i be willing to teach the eight o'clock course and i thought about it and

0:08:00.960,0:08:08.080

checked with the firm with which i was also just about to start and they said yeah sure

0:08:08.080,0:08:20.240

it's okay as long as you are able to fulfill your responsibilities here so we so i started

0:08:21.440,0:08:26.640

and i found that i enjoyed enjoying the teaching and had good results with students

0:08:27.840,0:08:32.080

but also i started to see something that was occurring

0:08:33.040,0:08:39.840

in law but also in other professions  
medicine particularly that i could uh

0:08:41.440,0:08:52.640

i could see and that is that these professions  
were transitioning much more into businesses it's

0:08:52.640,0:08:59.360

not that there weren't business considerations in  
practicing law before this or practicing medicine

0:09:00.080,0:09:09.200

but it was really transitioning into what we know  
today is equal practice and in medical practice

0:09:10.640,0:09:22.480

and I'm not sure that this is what i had bargained  
for i had i guess almost romantic notions or

0:09:22.480,0:09:32.480

some somewhat if if you will  
idealistic if not naive notions of uh what

0:09:32.480,0:09:41.040

the lawyer was or should be should be and many  
are today still that is with the chief justice

0:09:42.000,0:09:51.920

of the Pennsylvania supreme court in swearing in  
my cohort and me reminded us he said you were

0:09:51.920,0:09:59.440

officers of the court first and foremost  
and had an obligation a responsibility

0:10:00.480,0:10:09.760

to the law to the legal process legal  
system and my instinct told me that

0:10:11.040,0:10:18.160

i was going to be very comfortable with the  
business aspects of legal practice the same time

0:10:19.200,0:10:26.080

when i was teaching at the Wharton school a  
colleague of mine came to a conference in Berkeley

0:10:27.120,0:10:35.040

first conference that was dealing specifically

with the subject of business and society the

0:10:35.040,0:10:42.640

social political role of business as opposed  
to what the focus in business schools

0:10:44.480,0:10:49.200

were traditionally was and that  
is the economic side of things

0:10:51.440,0:10:58.320

and he said that they were looking for you know a  
young lawyer who had an interest in social science

0:10:59.440,0:11:05.200

and uh we'd be prepared to teach and  
also do graduate work in whatever field

0:11:06.160,0:11:15.760

uh he well he was interested in there were no  
no she's in the conversation at that time and uh

0:11:16.720,0:11:24.720

Sandra and i talked over in terms of whether  
i should look into this and i did and sent

0:11:26.640,0:11:34.000

my materials which fortunately  
included a paper going out of my

0:11:34.880,0:11:46.000

law school studies that just appeared in a law  
journal i sent that on and I sent it to Dow Votow

0:11:47.200,0:11:54.400

who became my mentor my closest  
friend professional partner and

0:11:56.560,0:11:57.600

did a book together

0:11:58.960,0:12:08.320

and send it on to uh Berkeley and um they said  
well they'd like to have me come out as a lecturer

0:12:09.040,0:12:15.440

and all these academic distinctions didn't mean  
very much to me at that time because

0:12:17.440,0:12:27.040

i didn't grow up starting out as a PhD student  
and socialized in academic socialized in

0:12:28.240,0:12:33.520  
academic life and new worldly gradations  
of positions or things of this nature

0:12:35.280,0:12:46.080  
Sandra and i talked it over and  
wonderful life support wise

0:12:48.080,0:12:58.160  
wise person talked it over so look we're young  
let's take the risk because it was a risk i had

0:12:58.160,0:13:06.080  
promise of a very fine career in Philadelphia  
as a lawyer I had a lot of things going for me

0:13:06.080,0:13:12.560  
and we did it we came out with our three-year-old  
daughter drove across the country

0:13:13.520,0:13:20.480  
arrived in what for us was terra incognita  
i'd never been to California had no idea of

0:13:22.480,0:13:30.000  
anything relating to it i knew exactly  
one person who was here uh Al Fishlow

0:13:30.000,0:13:37.040  
who was a very distinguished  
professor of economics

0:13:41.200,0:13:47.280  
I knew him from high school

soon Ed you found yourself  
sitting on the bus right with someone whom

0:13:47.280,0:13:52.960  
you didn't know at the time was a law school  
dropout that was me and who also required to be

0:13:52.960,0:14:01.440  
an academic and ended up there i was going to uh  
come back to the free speech movement of the 1960s

0:14:01.440,0:14:05.680



a little bit later as we would reflect  
on what has happened at the university

0:14:05.680,0:14:11.440

but I'm listening to you now i think i might just  
like to pause for a minute i came to teach in the

0:14:11.440,0:14:17.120

Berkeley i was at Cambridge university i came to  
keep teaching the Berkeley campus in 1963. so i

0:14:17.120,0:14:25.120

had one year on you and i was completely taken by  
surprise because i had that wasn't what i

0:14:25.120,0:14:33.200

academia was like confrontations angers you know i  
thought in terms of you might as you use the word

0:14:33.200,0:14:39.440

you use an idealistic sort of view of the academic  
community as a mutually reinforcing collegial

0:14:39.440,0:14:46.960

group environment so here you come you come to the Berkeley  
campus you've prepared prepared yourself

0:14:46.960,0:14:52.640

as a lawyer you found dissatisfaction with the  
way in which the legal profession was bending

0:14:53.840,0:15:00.800

i should say that knowing you as well as i do  
these like more than idealistic moral concerns you

0:15:00.800,0:15:07.520

have for of the integrity of business enterprise  
in a modern society stayed with you all your life

0:15:07.520,0:15:12.560

but you you were focused somewhat differently  
you were focused on that outside community

0:15:12.560,0:15:21.520

and suddenly the student movements of the 1960s  
force us to look inwards into our own community

0:15:21.520,0:15:27.520

you are not prepared for an academic life right  
but you are in one now right you had not really

0:15:27.520,0:15:33.200

been teaching much you taught at Wharton and so on but you hadn't been long in the field what was

0:15:33.200,0:15:40.000

your suddenly all of this is happening uh you came with a different intention in mind you came

0:15:40.000,0:15:45.360

with different goals in mind and now you are really forced to think about the nature of the

0:15:45.360,0:15:53.840

university and what it is what were your thoughts and as the 60s 64 65 you know going on well

0:15:55.440,0:16:04.800

my first first thought was how am i going to survive in all this because as i mentioned i was

0:16:04.800,0:16:11.600

doing graduate work i was teaching we had a young family we're trying to transition into a totally

0:16:12.240,0:16:19.040

uh new life for us when i thought i first saw this you know how am i going to survive all this and

0:16:19.040,0:16:30.480

it was a very you know very very difficult period and uh and also this whole notion of seeing

0:16:32.560,0:16:39.120

departments and relationships getting torn apart and uh

0:16:41.200,0:16:47.440

this is not what i expected within an academic institution did it sort of did it shake your um

0:16:48.480,0:16:52.480

your confidence in this in this new world to which you just arrived

0:16:52.480,0:16:56.240

or did it strengthen a kind of resolve to say I'm going to

0:16:56.240,0:17:02.640

make a contribution to this of the positive ways  
uh of which i think it ought to go well i think

0:17:02.640,0:17:09.040

it was really it was really the latter i  
had made a commitment to ourselves meaning

0:17:09.680,0:17:20.080

Sandra and myself to give this thing to go i already  
was investing time and effort and money uh it was

0:17:22.720,0:17:32.480

the Shelly and Sheldon you knew know very  
well there were no tuition breaks for uh

0:17:33.360,0:17:39.120

faculty members so i paid every penny that  
anyone else in the state of California paid

0:17:39.920,0:17:48.560

so i mean it was really a commitment that we had  
made and um i guess i wanted to see it through to

0:17:48.560,0:17:56.800

the next step so did you put that next did  
that next step involve um a growing conception

0:17:56.800,0:18:02.720

of what the university really ought to be should  
be and you were going to work towards that goal

0:18:02.720,0:18:08.800

did that next step evolve i don't know if  
i consciously uh saw myself as a knight in

0:18:08.800,0:18:14.160

shining armor that was going to come and  
uh rescue us from the dragons that were

0:18:14.720,0:18:21.920

that were circulating there but i i had taken  
the step i wanted to pursue it i wanted to

0:18:22.960,0:18:33.760

obviously see if indeed i could make it into  
this particular career swap and um but

0:18:34.960,0:18:42.800

i know we're leaving because I've gained over the  
years very active on the campus so academic senate

0:18:44.480,0:18:56.800

other things ultimately in the late uh 1980s i  
chaired the senate for two years and I've always

0:18:56.800,0:19:03.120

been identified as someone who's been very active  
in the life of the uh of the Berkeley campus

0:19:03.760,0:19:11.760

so maybe while all this was going on in the 60s  
i wasn't consciously thinking in those directions

0:19:11.760,0:19:22.960

but i guess was part of my uh gestalt if you  
will or uh Yiddish expression in my neshumah sort of how i was

0:19:27.360,0:19:32.880

i'd always been active in high  
school and undergraduate in

0:19:34.400,0:19:40.480

the affairs of whatever campus i was and so  
sort of came naturally i guess the only one

0:19:40.480,0:19:45.520

competition came there's been a consistency  
ad in your life you know we look back on our

0:19:45.520,0:19:49.600

lives and we wonder if there's been any  
kind of consistency as you've said before

0:19:49.600,0:19:54.880

those kind of serendipitous you didn't really know  
what was going to happen next none of us really do

0:19:55.520,0:20:01.120

uh and yet you know um when we write a biography  
or autobiography sometimes we find threads

0:20:01.120,0:20:05.840

in there that really persist so here you've  
just said that you always were kind of active

0:20:06.800,0:20:14.480

and your own writing uh went into the public  
role of businesses right bosses i recall

0:20:15.360,0:20:21.680

from what people said at the time because it wasn't my own subject but it was a pioneering work

0:20:21.680,0:20:27.440

you were saying things about the public role of business uh that hadn't really been said

0:20:27.440,0:20:34.640

in the literature uh and you've always had this this outer look to the wider role that

0:20:34.640,0:20:40.240

you could you could play uh leadership was going to come with it and you certainly exhibited that

0:20:40.240,0:20:47.360

in any number of ways um starting with the time we were both we were both happy to be deans of

0:20:47.360,0:20:52.640

students at the same time didn't we that was interesting I'm not so sure that was a leadership

0:20:52.640,0:20:58.880

at the time about picking up the pieces from the from the 1960s but you certainly went on to

0:20:58.880,0:21:05.360

to chair the academic senate and take a major role in collegial government um you ran

0:21:06.000,0:21:13.520

for city office in Berkeley at one time right it it's anomalous in a sense but it fits into

0:21:13.520,0:21:20.320

the pattern of your outer looking doesn't it yeah and let's just pause for a minute and and

0:21:20.320,0:21:24.160

tell everybody why you did that why you decide to run for offices

0:21:26.320,0:21:30.480

it all goes back to serendipity um

0:21:32.560,0:21:40.800

Serendipity meaning that um when i was in law school well yes between my second and third year

0:21:40.800,0:21:47.920

i worked uh in the legal counsel's office of the Aetna insurance company as a summer intern

0:21:47.920,0:21:56.400

type of thing and i was asked to work on a project whether it was legal for the Aetna to make a

0:21:57.360,0:22:02.880

contribution to a bipartisan debate between two candidates for

0:22:03.680,0:22:10.480

uh okay to use the California term for the assembly and uh they asked me to research this

0:22:11.600,0:22:21.600

and it really tied into my interest in business well not really not really in politics and and law

0:22:22.800,0:22:31.520

and then when i came to Cal i had to come up with a to do the M.A. come up with a thesis

0:22:32.400,0:22:40.720

and i looked at campaign contributions which was really the issue in the project that at the end

0:22:42.000,0:22:49.280

and looked at legislation federal legislation relating to campaign contributions which was uh

0:22:50.400,0:22:57.760

sort of very antiquated and looked at it in the context of what impact they'd had

0:22:58.400,0:23:01.840

and that became a monograph my running for office

0:23:01.840,0:23:19.040

once again i guess was just serendipity of uh uh an event uh in the spring of uh it was 1984

0:23:19.840,0:23:30.400

there was a there was a proposition in Berkeley which was effectively censorship of the state

0:23:30.400,0:23:38.240

of Israel that Berkeley should not do business with the state of Israel and we

0:23:40.000,0:23:48.640

formed the coalition among very disparate aspects of the Berkeley community we had affected the

0:23:48.640,0:24:01.760

two-party system abc and um uh BCA that the people who were would be considered the progressives

0:24:02.320,0:24:09.120

today today's political terms and even though they were more progressive it's pretty pretty radical

0:24:10.000,0:24:20.000

uh and the other one were the moderates the uh people you know okay and we have this

0:24:21.920,0:24:29.280

and willingly i came out as the leader of of the coalition opposing this uh

0:24:31.360,0:24:41.280

housing of this proposition and uh we defeated it and uh i had never intended to

0:24:42.240,0:24:51.200

be active in politics other than a uh as a voter you know marginal contributor that

0:24:51.200,0:24:58.240

type of thing financial contributor so i i came out and i became the the leader of it so

0:25:00.240,0:25:08.160

how that occurred exactly i couldn't i couldn't even tell you but it did occur and um we won

0:25:08.160,0:25:22.000

and uh it's terrific then a few months later i had a visit by the three progressives by the four

0:25:23.120,0:25:30.560

progressive members of the city council and uh one of them was not going to run again

0:25:31.520,0:25:42.000

uh he was the uh a single white male who wasn't going to run again we had black male we had

0:25:42.000,0:25:54.640

uh two uh women on the council two white women  
and uh uh they came to me and said we uh you

0:25:54.640,0:26:04.960

know saw what you were able to do in with regard  
to the proposition uh would you consider running

0:26:04.960,0:26:13.520

for city council we need someone to replace  
the incumbent who's not he's not going to run

0:26:15.200,0:26:21.760

and i mean i never thought about running for  
city council but you did i did i discussed

0:26:21.760,0:26:28.880

it you know i discussed it with Sandra and uh i  
guess i thought well i should go for it why not

0:26:28.880,0:26:36.720

okay so let's skip ahead a little bit but you did  
pretty well you didn't win but you did pretty well

0:26:47.120,0:26:50.880

yeah but it was a city-wide it  
was pretty wide at that time

0:26:50.880,0:26:56.640

but you want to tell the story i want because  
i have another question for you okay uh the

0:26:56.640,0:27:04.240

the story is that um i decided to run and  
uh and i did and i did everything that a

0:27:05.040,0:27:12.160

candidate does you visit churches you of course  
go around to groups you uh things of this nature

0:27:13.200,0:27:22.160

and uh election night came after the  
votes had been cast and my son Dan who

0:27:25.360,0:27:26.800

is now

0:27:30.320,0:27:38.720

for the last 20 plus years has been  
in the state department and



0:27:41.440,0:27:46.640  
was a freshman at Pitzer College  
and he kept on calling every half hour

0:27:46.640,0:27:49.600  
you know what what's how are the votes  
coming and how are the votes coming in

0:27:50.400,0:27:58.560  
at the beginning i guess the hill area was counted  
uh among the first and i was doing very very well

0:27:59.280,0:28:06.400  
but as the votes kept on coming in to the  
larger city of Berkeley it was very clear

0:28:06.400,0:28:15.840  
that i was going to lose and so when finally  
all the votes were counted and he called again

0:28:16.560,0:28:25.680  
and i called and i told him that i had come in  
fifth indeed beating the other three incumbents

0:28:26.240,0:28:34.480  
with whom i was running i came  
in fifth and you know move forward

0:28:35.440,0:28:40.080  
saw for a moment and he said um you know

0:28:42.160,0:28:48.320  
the the only thing worse than coming in  
fifth would have been had you come in fourth

0:28:50.000,0:28:53.280  
because it would have been a fool's  
error there would have been seven

0:28:53.280,0:29:01.920  
seven to one plus the mayor and I'm out there  
sort of standing alone so i thought about that

0:29:03.920,0:29:07.520  
wonderful all right so now let's  
do a little bit of counter factual

0:29:07.520,0:29:14.560  
what we call counter factual history all right  
what if what if you had won and gone into the

0:29:14.560,0:29:20.800

tumultuous arena of Berkeley politics what would that have meant with respect to your academic

0:29:20.800,0:29:28.720

commitments which were all so strong and by now by then they were also international you were abroad

0:29:29.520,0:29:34.880

you had been teaching abroad you had connections abroad you had visitors continually from abroad

0:29:34.880,0:29:41.680

so you had the the strong research university academic position there you are on the city

0:29:41.680,0:29:50.160

council what is that going to mean well of course who knows it's an all-consuming proposition yeah

0:29:50.160,0:29:55.920

i would i would teach my classes just as i did when i was heading up this coalition against the

0:29:58.800,0:30:09.040

coalition against uh opposing the anti-Israeli proposition uh i would have done

0:30:11.840,0:30:15.200

i would have done that i don't know what it would have meant for

0:30:15.200,0:30:21.840

my research i it might be that uh it would have been a hiatus

0:30:24.160,0:30:31.040

to which i would come back but then again here once again this is all these things have occurred

0:30:31.040,0:30:36.080

we're sort of serendipitous you've had this public motivation to be in the public arena

0:30:36.720,0:30:42.800

but not for personal reasons i know you too well for those moral reasons the feeling that there

0:30:42.800,0:30:49.040

was something wrong or something that could be corrected out there and that you might be

0:30:49.040,0:30:56.880

able might in the way we quickly do something about it okay um with respect to business you

0:30:56.880,0:31:03.360

have already formulated this whole idea about the the culture of business and its moral and

0:31:03.360,0:31:10.320

public responsibilities public response business have a public responsibility besides money making

0:31:10.320,0:31:18.000

you really deeply concerned with that now in the um in the university you know you you we certainly

0:31:18.000,0:31:22.640

were caught up in a great many moral dilemmas that we were working through as a comprehensive

0:31:22.640,0:31:28.720

issues that have been raised in the 60s now in this in the city suppose you've been in the city

0:31:28.720,0:31:36.640

of Berkeley the accounts in the council what what what public role besides just serving what mission

0:31:36.640,0:31:46.160

do you think you might have had in your mind about your uh duty towards the civic culture

0:31:46.160,0:31:53.200

i think given the political structure of Berkeley as it turned out today i would have been

0:31:53.200,0:32:00.000

a representative of what i would call Berkeley center and certainly not

0:32:00.000,0:32:07.360

the progressive way and Berkeley a lot of people forget today uh in the 1960s the mayor

0:32:08.160,0:32:19.200

was uh what we would call a conservative and or a conservative uh tone or component to the council

0:32:19.840,0:32:32.400

and i guess i i would see myself as someone  
to try to bring parties together to try to

0:32:33.680,0:32:40.560

develop a consensus in terms of areas  
of public policy to work together

0:32:41.280,0:32:47.520

to try to make improvements in areas where  
the city needed improvement well that is the

0:32:47.520,0:32:53.520

answer that i was hoping you would give because  
that really defines you you have always been

0:32:54.320,0:32:59.600

from that moment you sat on the bus you wanted  
to bring me out of my morose mood into the

0:32:59.600,0:33:05.120

world of congeniality you've been that  
sort of person you've been a person

0:33:06.000,0:33:13.120

with warmth uh and generosity towards others  
trying to bring people together to heal wounds

0:33:13.120,0:33:18.320

now if we come back to your academic world you  
made a shift that was really quite unusual right

0:33:19.200,0:33:24.560

while being a Berkeley professor you left the  
campus but you're still a Berkeley professor but you

0:33:24.560,0:33:31.600

left and you took another position a leadership  
position in a small roman catholic college in the

0:33:31.600,0:33:41.120

bay area Saint Mary's college may i do something  
here and take a great leap leave it back so

0:33:43.120,0:33:46.640

you you don't under in a  
sense you can't understand

0:33:47.520,0:33:53.360

who i am with going back to the very beginning  
i'll do this in a very brief brief way

0:33:55.440,0:34:02.640

I'm first generation American born my  
parents came from the Ukraine from Russia

0:34:03.600,0:34:11.680

in 1921 when it became obvious that for jews  
it was not going to be any better under the uh

0:34:12.320,0:34:19.040

communists under the soviets than it was  
under the uh czar they were able to immigrate

0:34:21.280,0:34:23.040

they met in a

0:34:25.120,0:34:26.560

citizenship preparation

0:34:28.480,0:34:37.280

program they married and a son two years  
later and i came along as the third son uh

0:34:39.200,0:34:45.200

actually 13 years later and  
so I'm the child of immigrants

0:34:46.160,0:34:55.360

and uh and uh to a very hard-working family  
my father was an accountant and uh father

0:34:55.360,0:35:02.880

was an accountant and um and it was made  
very clear to my brothers and me that

0:35:04.960,0:35:14.080

our future in America was going to be dependent on  
how we did academically that would be the entree

0:35:14.080,0:35:21.840

to colleges and graduate schools and all this  
sort of thing and uh hard work and good grades

0:35:22.480,0:35:32.160

were at the corner of the realm okay so and yeah  
that's the way it went from a wonderful high

0:35:32.160,0:35:41.200

school wonderful high school all academic and it's had a very strong place in Philadelphia culture

0:35:42.320,0:35:49.520

and i went on to Penn which was local i had a scholarship there then i went on to yale law

0:35:49.520,0:35:56.240

school because i had a reputation properly so in the best law school in the country

0:35:57.200,0:36:04.960

and i wanted to you know experience outside of Philadelphia and outside of the traditional

0:36:05.760,0:36:16.800

way and that worked out and etc but an important part of all this is that you can't understand me

0:36:17.920,0:36:28.480

unless you understand one the immigrant background and also my very strong jewish persona i mean my

0:36:28.480,0:36:34.000

judaism was always very important to me Not in a theological sense but that's who i

0:36:34.880,0:36:46.880

am and that's who i was so how did before i even knew the term the notion of tikkun alum repair of

0:36:46.880,0:36:55.280

the world the notion that you know in your little way whatever little part of the road you touch

0:36:56.480,0:37:00.240

you're supposed to make it better now you've been consistent in that

0:37:00.800,0:37:04.480

I've been saying that you've been saying that i want to get you to the point

0:37:05.040,0:37:15.120

where you decided you um wanted really to be the dean of a business school you had ideas um that

0:37:16.320,0:37:23.600

were not really out there yet or uh they're like once again as with the legal profession the drifts

0:37:23.600,0:37:30.960

weren't the way you wanted them so now you were going to take this uh rich commit background of

0:37:30.960,0:37:38.880

commitment to the public good and you're going to uh move into a leadership position within academia

0:37:38.880,0:37:44.000

outside of Berkeley as it turned out and i'd like there for for you to say a few words about

0:37:44.640,0:37:51.600

the saint Mary's experience you came back to us um but you did take early retirement before the

0:37:51.600,0:37:55.600

early retirement system so but you were still a professor at Berkeley because

0:37:55.600,0:38:00.320

that is one of the virtues of our campus they they never let us go and that's good

0:38:01.360,0:38:09.440

well the Saint Mary's thing is that after i left uh i took the early retirement in 91

0:38:10.400,0:38:19.840

um i people kept on saying oh you know you'll just be snapped up uh by institutions you know

0:38:19.840,0:38:28.560

with your background and everything well there was one little thing that uh i didn't fully appreciate

0:38:29.680,0:38:40.320

uh uh appreciate is Sandra was a very responsible

0:38:40.320,0:38:47.120

okay Sandra was professionally involved it wasn't she hadn't come to the jewish home yet but uh

0:38:48.640,0:38:58.400

and the two of us weren't going to go anywhere geographically really in some sense my thick head

0:38:59.680,0:39:06.480

didn't think that through that my range was going to be fairly limited geographically

0:39:07.440,0:39:17.680

and also what i was looking for was all my life i had been in you know large premiere uh

0:39:19.600,0:39:28.800

research universities and i guess here once again romantically i wanted to be Mr. Chips at a small

0:39:29.840,0:39:38.800

liberal arts college where i would be part of a total university academic life i could help

0:39:40.720,0:39:46.240

work with faculty with students and lo and behold uh here

0:39:48.240,0:39:57.200

about a year later turned out that Saint Mary's college was looking for a dean and

0:39:57.920,0:40:04.560

i remember the fact he approached me and said i think you should look into it so i did

0:40:05.600,0:40:12.800

and i thought first of all this is kind of you know silly what does a catholic institution want

0:40:12.800,0:40:21.040

with a jewish dean and i was told no no no that's not part of the spirit here and uh i

0:40:22.960,0:40:26.320

had a background working closely with uh

0:40:28.560,0:40:33.520

christian institutions i was involved with the Graduate Theological Union in Berkeley

0:40:34.160,0:40:42.320

which is a non-denominational institution and become an adjunct faculty member was on his board

0:40:43.120,0:40:46.560

so the collection of theological colleges yes

0:40:50.880,0:40:58.000



9 institutions it was a consortium basically and i'd become involved and uh because i it had a

0:40:58.000,0:41:04.960

commitment uh that i felt was very very important because there was a center for jewish studies there and

0:41:05.600,0:41:15.040

multi-denominational-ism in every in every respect and lo and behold i was asked to be the dean

0:41:15.600,0:41:22.800

and um to take a school of economics and business which wasn't in great shape

0:41:23.760,0:41:33.840

and uh the administration was looking for someone who you know had a reputation had

0:41:35.760,0:41:42.000

both in academic terms and leadership terms and things like that and you had to have your healing

0:41:42.000,0:41:49.360

function that you're keeping alone that's right to let's build something i like to build things

0:41:49.360,0:41:54.400

you came right to it you were going to heal these divisions that were existing in that little world

0:41:54.400,0:42:00.160

yeah it was a wonderful it was a wonderful period and i was there for five years

0:42:00.720,0:42:10.720

and could very well have uh could very well uh have uh retired there and uh the first

0:42:10.720,0:42:18.880

several years were wonderful i had a terrific cohort of uh deans an academic vice president

0:42:21.040,0:42:30.080

with whom to uh with whom to work and was able to really not just have identity within my school

0:42:30.080,0:42:36.320

but on the campus as a whole and worked within the campus of home and home and helped integrate

0:42:36.320,0:42:44.880

the school more so in the campus because it was respected on the campus that i had a scholarly

0:42:44.880,0:42:54.480

background and also have background in a social science and understood social

0:42:54.480,0:43:09.840

science and uh you know was identified identified intellectually that's the best way i can put it

0:43:09.840,0:43:16.560

and do you feel Ed um i guess i remember the story very well uh there was a administrative shake-up

0:43:16.560,0:43:21.120

at the top there's this christian brothers organization they had some other ideas uh

0:43:21.120,0:43:26.720

different from the ones that existed when you were first hired a whole change of people there but

0:43:26.720,0:43:32.480

when you left when you did leave um did you look back and think that you had accomplished something

0:43:33.440,0:43:42.400

i thought that i had accomplished something and this is what uh my colleagues across the campus

0:43:42.400,0:43:49.360

and i had accomplished uh something i mean several faculty members who had been associate professors

0:43:50.080,0:43:57.120

for years and uh i always felt that one of the saddest positions on the campus

0:43:57.680,0:44:02.480

is to be a lifelong associate professor they were associate professors because

0:44:03.520,0:44:13.680

they had not uh engaged in uh research after they got uh after they got tenure which came

0:44:13.680,0:44:22.640

with associate professor at Saint Mary's and i was able to encourage several of them look to

0:44:23.200,0:44:29.040

you know no one is expecting you he and all these people were basically economists and

0:44:29.040,0:44:35.840

don't say no one's expecting you to write articles for American Economic you know uh

0:44:36.640,0:44:43.680

Review and uh but write some things that interest you and you feel that are publishable

0:44:44.400,0:44:48.400

and they did and i thought that was an accomplishment it was

0:44:50.640,0:44:56.400

It brought greater recognition to that group you uh improve their positions i think i recall

0:44:56.400,0:45:00.320

you got them um more solidly established in their institutions

0:45:00.880,0:45:07.280

and um allowed them to feel to gain a strong measure of self-esteem exactly exactly

0:45:09.760,0:45:17.600

why did i leave because the president came in after the president who had been in that position

0:45:17.600,0:45:27.040

for i don't know brother craig uh my brother brother me for over 20 years uh wonderful man

0:45:27.040,0:45:35.040

wonderful man wonderful man they brought this guy in it was a young christian brother who had

0:45:35.040,0:45:44.320

been a dean of engineering or science at another christian brothers institution in Wisconsin

0:45:45.600,0:45:52.400

and uh we've all been part of the recruitment process and you know it's uh

0:45:53.360,0:46:00.880

it's a show-and-tell in both parts and this  
guy was young he came across as dynamic

0:46:00.880,0:46:11.600

he came across as uh at a stage of life  
creativity and he blew everyone out you know just

0:46:13.840,0:46:20.800

Blew everyone out in terms of the interview process  
he was you know everyone was very impressed it became

0:46:20.800,0:46:29.120

very obvious very soon unfortunately that all the  
glitters wasn't gold and he was a guy who turned

0:46:29.120,0:46:38.080

out to be very insecure very over his head  
i mean each of the deans had more experience

0:46:39.120,0:46:49.200

more wisdom if you will than he did  
and he went into micromanagement and uh

0:46:51.840,0:47:01.680

he just took an institution that was working  
to go to the next level and tore what we had

0:47:01.680,0:47:11.200

developed over the last five years and uh it  
became obvious that as long as he was president

0:47:12.560,0:47:16.480

nothing positive was going to happen and  
indeed we were going to be very constrained

0:47:17.040,0:47:24.160

in terms of what we could do and so you  
ran into a deep irony about institutions

0:47:24.160,0:47:31.280

the larger they are then the harder they are  
to change the smaller they are and when you

0:47:31.280,0:47:37.040

went into it you start that the smaller they  
are i can have an impact but the impact can

0:47:37.040,0:47:45.120

be negative as well as positive serendipity  
i was walking on on the campus i ran into

0:47:47.440,0:47:54.640

David Leonard in political science who  
was also chair of the teaching programs

0:47:54.640,0:48:02.160

in peace and conflict studies and political  
economy i had chaired political economy before

0:48:03.360,0:48:12.480

during the 1980s which was under L&S and  
uh he saw me he said you know we really um

0:48:13.680,0:48:18.320

I'm looking for the chair of the  
peace and conflict studies program

0:48:19.040,0:48:26.080

he said you would come in with credibility  
and you know proven academic and leadership

0:48:26.960,0:48:38.800

dimensions and i spoke to spoke to Sandra  
to me was sort of a obvious obvious thing so they

0:48:41.120,0:48:48.480

i came and i what is it it was up  
to 40-49% or something that you could

0:48:49.200,0:48:57.200

draw a salary and um so i said yes but then  
it was very quickly an add-on after i came

0:48:58.640,0:49:04.640

Berkeley was in the first year of a  
program funded by rotary international

0:49:05.520,0:49:12.320

seven institutions worldwide which  
Berkeley was one in Duke and North Carolina

0:49:12.880,0:49:17.360

was the other in the United States and  
the other were others were as far flung

0:49:18.240,0:49:30.960

as as Japan and Latin America and Europe  
and established this program center for

0:49:33.120,0:49:40.080  
studies in international studies  
in peace and conflict resolution

0:49:41.120,0:49:49.520  
and i was asked i be willing to take this  
on and uh i said yes because this would have

0:49:50.160,0:49:58.320  
really pulled me up to full time as opposed to uh  
partial appointment and peace and conflict studies

0:49:58.320,0:50:04.560  
it was the most wonderful thing that happened one  
of my my happiest years at Berkeley

0:50:04.560,0:50:12.560  
i was doing things i really loved and with people  
who were exceptional with some of whom to this day

0:50:13.360,0:50:18.080  
i i have uh not really contact but physical

0:50:23.040,0:50:30.800  
when i came to the bay area or when we went  
to England Ireland there were people there

0:50:30.800,0:50:37.040  
it was wonderful thing you all right now look  
let's this is this is a marvelous way for us to

0:50:37.040,0:50:44.880  
try to go back into your life right you're here uh  
the 21st century just 21st century just around the

0:50:44.880,0:50:50.640  
corner well it's just coming right there you are  
you've got these programs at Berkeley the happiest

0:50:51.440,0:50:58.480  
time of your academic life Ed all right all right  
uh let's go back a little bit let's go back to the

0:50:58.480,0:51:05.120  
1960s let's go back over that long period  
you know done so many things towards

0:51:05.120,0:51:10.960  
your now i may be taking you too literally

and you can correct that to the happiest time

0:51:11.600,0:51:20.560

looking back on the Berkeley that you have known since 1964. um what was it about the

0:51:20.560,0:51:26.800

rotary experience in particular that made it the happiest that is why weren't the intervening years

0:51:28.400,0:51:36.960

uh as happy or were they or am i not phrasing it well well okay i i had happy years on the

0:51:36.960,0:51:46.480

Berkeley campus uh it's not that i was unhappy uh when i left i wanted to report myself when

0:51:46.480,0:51:55.040

i left the 91 and had this new experience and uh being somewhere else i was half of my life

0:51:56.560,0:52:05.920

i left when i was 54 and in terms of academic life i had i figured another 15 18 years or whatever

0:52:07.200,0:52:13.920

so and also Berkeley had changed in this way and shown and I've often discussed it

0:52:14.640,0:52:24.800

when i left in 91 i could call up virtually anyone on campus and just call them directly

0:52:25.600,0:52:31.920

and set up a time to get together i think of Sandy Elberg who was dean of the graduate division for

0:52:31.920,0:52:39.760

many years i could call up Sandy i didn't have to go through three secretaries and assistants and

0:52:40.960,0:52:48.400

in other people on campus i knew these people because it was small enough that even with the

0:52:48.400,0:52:54.320

size of Berkeley there was still intimacy in terms of particularly in leadership you know

0:52:54.960,0:53:03.600

uh relation when i came back i came back to  
an institution that i really didn't recognize

0:53:04.720,0:53:10.640

levels of bureaucracy have been established  
they're in positions where it was

0:53:11.920,0:53:16.480

you cut to the chase and got immediately to  
the person that you really wanted to talk to

0:53:17.840,0:53:24.880

here you went through assistance and assistance to  
the assistants i mean it had become corporatized

0:53:25.440,0:53:33.200

i mean this was not used in Berkeley is higher  
education in types of institutions like Berkeley

0:53:34.160,0:53:43.600

and to me this was a significant change that  
having been away a few years was rather striking

0:53:44.880,0:53:51.440

Berkeley gave me an opportunity to  
build something to take a major that

0:53:53.120,0:53:59.920

was not at the top of its game and lost some  
of its reputation and also here was this echoic

0:54:00.960,0:54:05.200

new uh center that had to be  
shaped and needed leadership

0:54:05.920,0:54:12.720

and had to be introduced to the campus and had to  
be done so by someone who had credibility on the

0:54:12.720,0:54:22.080

campus and it's it's like here too when we go back  
to my coming to Berkeley i had the opportunity

0:54:24.080,0:54:30.320

to work in a new field that didn't exist that  
where Berkeley was at uh one of the initial

0:54:31.280,0:54:39.760

institutions initial meaning literally less



than a handful to establish uh teaching programs

0:54:40.560,0:54:44.480

in what today we call business and society business and public policy

0:54:45.360,0:54:53.120

uh you know to widen to broaden out the heavily economic focus that business schools had

0:54:54.160,0:55:01.760

so when i came to Berkeley i couldn't appreciate because i hadn't been there before that this was a

0:55:02.720,0:55:11.120

developmental situation and also a situation where as the next generation after the

0:55:11.920,0:55:22.640

uh Dow Votow's it was my generation and it's all these things have a common denominator

0:55:24.000,0:55:32.000

of creating something of sort of going beyond the status quo of having the satisfaction of

0:55:33.520,0:55:39.600

developing here and you would conclude that the Berkeley that you had known

0:55:40.400,0:55:43.920

maybe today i don't know we've been out of the game for a little bit um

0:55:43.920,0:55:50.400

was flexible enough to allow for this these innovative thrusts people were accommodating and

0:55:51.440,0:55:56.080

that would be a strength of Berkeley you think in the in the day yes it was

0:55:56.080,0:56:03.280

for example you know i i had offers from other institutions here there wasn't an offer because

0:56:03.920,0:56:12.960

it was mutually understood that you know i was not the type of fish for the Harvard Business

0:56:12.960,0:56:21.520

school i never could have functioned there it's  
whole ethos who are preparing the uh economic

0:56:22.960,0:56:33.520

economic elites the management elite the business  
elite of uh of of America and and the world and

0:56:33.520,0:56:42.800

yes i mean there were scholarly uh work done there  
and a few people who uh became you know very good

0:56:42.800,0:56:49.040

friends and highly respected in fact you know  
were very helpful when i needed outside letters

0:56:49.040,0:56:55.760

for promotion and giving me very strong letters  
but it was not me i would have been totally

0:56:57.680,0:57:04.960

in this fit the public university  
ethos as a sense that our students

0:57:05.840,0:57:12.800

that they didn't have was the thing that it a place like Harvard  
and also i visited for a

0:57:12.800,0:57:20.400

semester at uh at Dartmouth at Amos  
Tuck another uh a reputable uh

0:57:20.400,0:57:27.520

business school but there was a sense of  
entitlement among students what do you want to

0:57:28.480,0:57:37.840

do today in class that's going to give me value  
added for my career all students want value added

0:57:38.560,0:57:45.760

but there wasn't uh the sense of the attitude you  
know I'm paying you deliver something valuable to

0:57:45.760,0:57:54.640

me that's a really i think a very pregnant point  
to make suppose Ed suppose I'm thinking in a fantastic way

0:57:55.200,0:58:01.600

you would go back into the undergraduate classroom

today let's suppose you the vigor the strength you

0:58:01.600,0:58:05.920

know all of that things that we don't quite have it the same way anymore suppose we had

0:58:05.920,0:58:09.840

them and we went back into the undergraduate classroom today what would you like to teach

0:58:10.640,0:58:16.480

what do you think would be really an important subject to teach political economy that's that's

0:58:16.480,0:58:24.560

the best way to put it in the 18th century sense no well we could start there really take

0:58:26.160,0:58:33.680

things i had done from various aspects of my career like starting off in this new field of

0:58:33.680,0:58:40.320

a social and political environment environmental business developing into ethics developing into

0:58:41.200,0:58:52.880

focus and opportunities to work internationally from places from Indonesia to Israel to Australia

0:58:52.880,0:59:02.320

it's to integrate all these facets of my academic experience to build some things to build a major

0:59:03.360,0:59:10.960

that really would reflect that that would be would be fine but that's what we're doing from the start

0:59:10.960,0:59:16.000

so what you would be adding to I'm just going back to the fact that i find this consistency

0:59:16.000,0:59:20.400

in your life this thread that runs all the way through it this is what you sort of had in your

0:59:20.400,0:59:25.600

head when you started but what you would bring now to it would be the experience that you've gained

0:59:26.400,0:59:33.200

totally but you're staying true to yourself  
my dear friend still yourself also my career

0:59:34.480,0:59:44.640

also brought out something that i guess i really  
didn't know that i that i had I'm a risk taker i

0:59:44.640,0:59:55.600

i was a risk taker in the sense that um i  
um started off practicing law which never

0:59:56.400,1:00:06.800

thought i'd be doing anything else and uh you  
know that was from the get-go in my life and uh

1:00:07.600,1:00:15.600

i wasn't finding the type of satisfaction i hoped  
for and here i had this opportunity in a place

1:00:15.600,1:00:24.320

I've never been with people i never met really  
and going into a totally different world which i

1:00:24.320,1:00:31.600

only knew really as a student further  
risk is not going on for the Ph.D. but

1:00:33.280,1:00:43.760

doing it with the law degree and the masters and  
serendipity once again i mentioned my experience

1:00:44.720,1:00:54.400

in law school where i worked a dinner project  
looking at corporate political activity and it

1:00:55.040,1:01:00.880

led to the publication of a book called  
The Corporation in American Politics

1:01:02.160,1:01:07.520

which was the first i didn't know it and i  
some people are very strategic in terms of

1:01:07.520,1:01:12.400

the research that they do i just didn't  
what interested me when i thought i knew

1:01:13.360,1:01:21.200

something about well the book was a seminal

in in uh schools of business and management

1:01:22.160,1:01:29.920

and won me an award as a young faculty member  
uh right before the time i was coming up

1:01:31.120,1:01:40.320

for tenure and it i helped develop  
uh an area of study within uh

1:01:41.200,1:01:45.680

business schools looking at corporate  
political activity this is a book that

1:01:45.680,1:01:52.960

I'm also very proud of it's in Japanese given  
to me by colleagues at major university it's

1:01:52.960,1:02:05.840

a collection of my work that they translated  
into into Japanese and then lastly there is

1:02:06.480,1:02:14.320

is that a golden bear it's a golden bear  
that's right given to me by uh California

1:02:14.320,1:02:23.040

women's lacrosse team where i served as a faculty  
advisor here a question that i i think often

1:02:23.040,1:02:29.680

appears in the legacy these legacy interviews  
what advice would you give me as a young starting

1:02:29.680,1:02:36.800

out as a young starter out as to how to live in  
this complex academic environment very complex environment

1:02:38.800,1:02:46.160

i think first of all unless you're able to  
really pursue your passion with regard to your

1:02:47.360,1:02:58.240

scholarship your teaching and unless you can do  
this in an environment where you feel comfortable

1:02:58.240,1:03:06.080

with regard to the values of the institution  
and of your department or the people with whom

1:03:06.080,1:03:13.920

you were working unless you feel comfortable  
unless it offers your spouse your partner

1:03:15.440,1:03:20.960

all the opportunities that she wants and  
needs because she's been the joint risk taker

1:03:22.560,1:03:24.480

along with you and because

1:03:26.480,1:03:33.920

more than anything your marriage is the  
most important the most sacred alliance

1:03:34.640,1:03:41.600

you feel you can have the type of academic  
life you want in a personal level in which you

1:03:43.680,1:03:51.840

can live the way you want it's not a place for  
you and i realize that at times you may not have

1:03:52.560,1:04:01.360

the choice right away or whatever but you should  
keep your eyes open do your work while you're here

1:04:01.360,1:04:11.840

try to build your record while you're here  
but then the opportunity comes to go elsewhere

1:04:14.400,1:04:23.440

uh Berkeley afforded me great latitude in what  
i did during my years at the university in terms

1:04:23.440,1:04:31.760

of both my teaching and my research i taught in  
three schools over the course of my uh years here

1:04:33.040,1:04:40.000

a high school Berkeley business school  
obviously as far as my base international

1:04:40.000,1:04:50.560

and area studies and the college of letters  
and sciences uh political economy and peace

1:04:50.560,1:04:58.080

and conflict resolution specific areas then  
lastly the law school where i taught a course in

1:04:59.040,1:05:06.640  
uh campaign well election law particularly  
as it affected corporations and

1:05:08.800,1:05:18.240  
that's one thing secondly i had the  
freedom to teach in several different areas

1:05:21.600,1:05:29.280  
i work in corporate political activity which is  
one of my major areas particularly as regarded to

1:05:30.080,1:05:36.080  
corporate involvement in the electoral  
process campaign contributions secondly

1:05:36.640,1:05:43.120  
this inchoate field when i started in  
it of corporate social responsibility

1:05:44.080,1:05:51.280  
and the opportunity to be part of its  
development both here at Berkeley and

1:05:53.520,1:06:02.080  
as well as nationally and even internationally  
through opportunities i had to teach abroad and

1:06:03.360,1:06:07.200  
and participate in international  
meetings conferences

1:06:08.400,1:06:12.160  
and um thirdly in the area of business ethics

1:06:13.120,1:06:20.880  
were as part of getting it really established  
here in Berkeley and also internationally

1:06:22.560,1:06:36.480  
and particularly jewish business ethics  
which rarely was included in the but

1:06:37.360,1:06:43.520  
contributed to getting business ethics uh  
very much involved in management education

1:06:44.800,1:06:55.600  
um also i i'd like to point out that my

work was empirical as well as conceptual

1:06:56.480,1:07:05.200

uh i won't call the philosophical i don't know  
what is that but conceptual in terms of framing

1:07:05.920,1:07:14.080

the field of corporate political activity  
as well as social or business organizations

1:07:14.880,1:07:20.800

and i did that both domestically  
and internationally when i was on

1:07:22.000,1:07:27.360

sabbaticals and had an opportunity  
to do research in England and

1:07:28.880,1:07:35.200

Israel with regard to those social  
role of key economic institutions there

1:07:36.480,1:07:43.920

so the international component is something  
that was very important to me facilitated

1:07:45.040,1:07:52.480

and it was also facilitated in these  
things by the Woodrow Wilson Center where

1:07:52.480,1:08:03.360

There I was a Wilson fellow for uh for a year and  
h gave me a brief research for uh writing

1:08:03.360,1:08:18.080

freedom that uh can never be uh emulated except  
in an institution of that character i also my um

1:08:19.840,1:08:23.920

my work my research also had uh

1:08:26.400,1:08:34.400

very unexpected uh practical  
significance my Israeli research

1:08:36.480,1:08:40.960

research i did during sabbatical  
in a paper i gave looking at the

1:08:43.040,1:08:51.040



dilemma in terms of the social and economic roles of the Histadrut in the historic

1:08:55.280,1:09:06.080

a feature of a colloquium in Israel celebrating the 50th anniversary of the Israeli enterprises

1:09:07.200,1:09:12.640

and was picked up by Israel's leading economic journal

1:09:14.000,1:09:23.360

something of importance in this whole debate and also my work on campaign contributions

1:09:24.880,1:09:38.320

here too was during the 70s and early 80s was i was one of the uh well significant contributors

1:09:38.320,1:09:45.680

to looking at what the role of corporations was in political action committees and uh

1:09:47.120,1:09:52.480

quite leading questions of raising questions about its corporate power

1:09:53.520,1:10:00.640

and um the testimony before congress and things of this nature

1:10:01.440,1:10:15.840

so they were not intended at the outset but had very high policy implications uh in the

1:10:17.440,1:10:22.880

in terms of real-life uh real-life issues which i thought was

1:10:25.520,1:10:35.040

something that i really wanted to uh to do also a leadership role at Berkeley was the

1:10:36.320,1:10:46.480

academic senate was involved very primary role that i played but also a chair to the Berkeley

1:10:50.000,1:11:00.720

emeriti association and chaired the equity advisory committee to the athletic study center

1:11:01.920,1:11:07.520

um it's mentioned just two items and also

1:11:09.440,1:11:18.560

the um spent over 10 years serving as the  
faculty mentor to the women's lacrosse team

1:11:19.200,1:11:28.640

the type of contribution and fun things  
that i did it uh did at Berkeley and

1:11:29.280,1:11:37.840

in the general community i heard all things i  
was on the board of Graduate Theological Union

1:11:38.640,1:11:48.800

of the American baptist homes of the west um i i  
got involved with religious communities which we

1:11:49.360,1:11:59.520

later here once again there was nothing strategic  
about it but later became if you will an important

1:11:59.520,1:12:08.560

factor in my being asked to am i agreeing to be  
the dean of school of economics and business at

1:12:09.120,1:12:21.840

graduate theological union these are important  
uh things and you know general community

1:12:23.600,1:12:34.000

it's um and i guess the thing that was very  
gratifying for me after i uh finished my

1:12:35.200,1:12:44.240

my term as senate chair it's a group of  
faculty who sent me a recognition acknowledging

1:12:45.200,1:12:53.520

me for my integrity courage and  
leadership during some very difficult times

1:12:53.520,1:13:03.840

serving as the chair of the Berkeley  
division and in that theme others

1:13:04.800,1:13:09.360

reinforce in different types of

acknowledgments that i received

1:13:11.040,1:13:18.000

and that meant a great deal to me because  
i had always saw it first and foremost

1:13:21.280,1:13:24.080

integrity you know you can  
have all sorts of distinctions

1:13:25.040,1:13:34.800

but integrity if you don't have that  
then you're not truly a leadership a leader

1:13:36.880,1:13:43.120

or a person in the ethical  
sense of what a person is and

1:13:44.400,1:13:53.520

it also helps being courageous in difficult times  
and the leadership aspect these were very very

1:13:54.240,1:14:04.400

meaningful things for me i received this  
outside of the university setting the

1:14:06.640,1:14:09.440

When i finished my directorship of the

1:14:12.240,1:14:19.120

Rotary Center for International Studies and  
Peace and Conflict Resolution the chairman of the

1:14:19.120,1:14:31.920

rotary foundation also sent me an acknowledgement  
emphasizing the same terms so to me it was more

1:14:33.360,1:14:38.880

these acknowledgements were more important than  
uh some of the things that are more formalistic

1:14:39.920,1:14:46.080

recommendations because this went to the  
heart of the type of life i was trying to live

1:14:46.080,1:14:56.320

and type a life where i was infused with  
my jewish values which once again um

1:14:56.320,1:15:06.160

in the book Book of Micah  
would say what does uh god ask of me

1:15:08.560,1:15:13.600  
but to do justly to uh

1:15:16.320,1:15:24.400  
be compassionate to fellow human beings and uh

1:15:24.400,1:15:30.880  
to walk humbly with your god well i don't  
know if i achieved all that but i tried

1:15:35.920,1:15:46.880  
i want to recognize my children something that  
deserves very important emphasis in terms of

1:15:47.600,1:15:59.840  
the contribution that Mimi and uh Dan uh and uh  
when he joined the family my son-in-law made to

1:15:59.840,1:16:13.840  
my life of uh being at my back at all times going  
along with my life was at times intruded on their

1:16:13.840,1:16:20.320  
own when we went off on sabbaticals for a year  
they left their friends they left their schools

1:16:20.320,1:16:29.040  
they left their life and yes that they had very  
important contributions to their life but still

1:16:30.640,1:16:38.960  
and they went along with me and at times my up as  
absences when i taught abroad and just being there

1:16:38.960,1:16:50.400  
and being the good people and the contributing  
people that they are uh Mimi through her work

1:16:51.040,1:16:57.520  
in the area of serving the needs  
of families and children with

1:16:59.040,1:17:10.080  
special needs very personal very direct  
having great impacts in terms of Dan uh his

1:17:12.480,1:17:18.960

work with the U.S. state department for over 25 years in which he is still involved domestically

1:17:18.960,1:17:37.040

and abroad to try to facilitate and contribute to U.S. policy and its implementation in places

1:17:39.360,1:17:45.440

in sub-Saharan Africa and China and elsewhere

1:17:46.720,1:17:53.440

and then that's through his rabbinic leadership contributing to the lives

1:17:53.440,1:18:00.640

of people of many many people over the course for years very proud of them i feel

1:18:02.720,1:18:07.840

very blessed by the lives that they lived and

1:18:09.760,1:18:17.040

my two grandchildren who are still in uh your earlier stages of life

1:18:17.040,1:18:25.840

and you know what can i say grandchildren grandchildren uh love at its best

1:18:27.840,1:18:33.760

and um we're coming to the end of the interviews they were wonderful to speak to an old friend

1:18:33.760,1:18:39.840

uh and to listen to you put together um here you put together your thoughts

1:18:40.560,1:18:48.080

um i think that um we're still alive therefore what are you doing today i feel very busy

1:18:48.080,1:18:55.440

being the life partner without her as she is as she was from the get-go who joined at

1:18:55.440,1:19:01.760

the hip and joined in the head thank you my dear friend on behalf of the the Emeriti association

1:19:02.320,1:19:08.880

uh on behalf of everyone else and uh  
on behalf of me uh your lifelong friend

1:19:09.600,1:19:16.800

right um and made possible by the fact that we  
were in a particular university

1:19:18.960,1:19:28.320

long long life all of you I'm deeply honored  
to have been asked to provide this oral history