01-77-02 PT. 3

Elizabeth and Robert W. Hiatt

Reg Emmert and Paul McCarthy, interviewers

March 16, 1977

The interviewer said they were discussing the control of the university. He asked about financial advice that he was getting.

Dr. Hiatt said there were two problems in the situation. The information was available if you asked Max Hollinger for it. A year ago Max Hollinger resigned. Under the regent's policy for all university employees notices of non-reappointment had to be given fifteen months in advance. His notice was given in March 1976 and his termination was June 1977. This provides 15 months of lame duck administration of a financial administration that was in chaos. He didn't think someone who was leaving would be interested in solving the problem and this is what happened. Max Miller was overworked. There had been requests to increase the staff but there were never compelling reasons for the requests. Dr. Hiatt brought in a financial manager to advise him. They started to take steps to solve it. He suggested that they hire more accountants. They couldn't get qualified candidates apply. The salaries were not competitive. In July the regents had in effect replaced Hollinger with Earl Peterson. Peterson decided not to stay. Another person did not accept the job. They began to do a personal investigation and found Robert Brown. He knew what needed to be done. He worked with them for a short while and returned home. He turned out to be very sick and resigned the position. Dr. Hiatt pulled Morry Farris to take over as vice-president of finance. They turned the search over to a company. After a week Dr. Hiatt stepped out of the presidency.

The interviewer reviewed his statements about the financial situation and said that the regents were almost all new. Dr. Morris said this may have contributed to the problem. Regents are appointed for eight years for a reason. They want people to be in long enough to have a firm idea what the university was all about. In a period of less than two years almost the whole board of regents was all new with the exception of one regent. He thought the great pressure brought on the university would not have been received by a seasoned board of regents. Question from the interviewer that can't be understood. Dr. Hiatt said the regents' newness prevented them from being as effective as they could have been. He talked about the regents' usual functions. He said the board is supposed to represent the public. Mrs. Hiatt comments.

One of the interviewers commented on the marine fisheries program. Dr. Hiatt talked about his appointment to the university. He said this university has a large number of people involved in the marine sciences or applied marine sciences. He discussed the different programs that have been established and the Marine Advisory Program and the involvement of the university. The Sea Grant Program is involved with instruction, research, extension, publications and has three

stages of evolution. They are looking to have Sea Grant status at the college. He said the president's office has a coordinator. He looks forward to pulling all of this together.

The interviewer asked Mrs. Hiatt about their property on the Kenai. Mrs. Hiatt said after retirement they hope to spend the major part of their time in Alaska and some time in Hawaii. She talked about the supportive women on the campus.

Paul McCarthy asked Dr. Hiatt if he had any other comments. Dr. Hiatt said he isn't sure when he will retire. He is looking forward to retiring down on the Kenai Peninsula. He likes the quality of life in Alaska. He said he enjoys fishing. He is donating his personal library to the Kenai Peninsula Community College. He is still involved with the cooperative science program. He is the co-chairman of the U.S. Japan Cooperative Science Program. This is the oldest cooperative science program. They meet at least once a year. They decide on the program for the following year. They advise the agencies that support them, mostly the National Science Foundation. The program is handled by the state department. Mrs. Hiatt said she had enjoyed her time in Alaska.