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BARBARA MARTINEAU

ORAL HISTORY

October 11 & 23, 2001 Interview by Frank Taylor

1 of 2 tapes transcribed by Arel Lucas September 2004

1 TAYLOR: We're here at the Clark Laboratory at the Woods Hole Oceanographic Institution to
2 do an oral history today with Barbara Martineau. And I think Barbara's going to be really
3 interesting, . . .

4 MARTINEAU: [Laughs.]

5 TAYLOR: . . . because she's [Laughs.] . . . My first introduction to her came not with actually
6 meeting her but getting a list with multiple names of people that should be interviewed by the
7 oral-history team, and every institution seems to have someone who knows pretty much what's
8 going on in every single, little, hidden corner of the institution, and that pretty much is Barbara.
9 So we're going to spend as much time as necessary and find about her life, how she came to be
10 here, and what her job was, and more, hopefully. So let me start off just asking some personal
11 information. For example, when and where you were born.

12 MARTINEAU: OK, Frank. I was born in Hartford, Connecticut, in February of 1941, after
13 Pearl Harbor--maybe before, actually. I'm a poor historian in that regard. And was basically
14 raised in the Greater Hartford area, in West Hartford, Connecticut. I met my husband at Pratt &
15 Whitney Aircraft when I was working as an engineering aide, and it's actually my husband who
16 came to the Institution in 1974, in the P.O. Department. He stayed four years and then moved on
17 to something else, went to work for the government, actually, but I stayed at the Institution for 26
18 years.

19 TAYLOR: OK, how about your parents?

20 MARTINEAU: My parents are still alive. My dad's 93 now. He's a civil engineer. And my
21 mother was pretty much a homemaker. She went to work when she saw the fact that she might
22 have three kids in college. So she went to work as a cook in one of the local school systems in
23 West Hartford. She's still cooking, and right now she'd like some relief from cooking.

24 TAYLOR: What were their names?

25 MARTINEAU: Jensen[SP?]. My maiden name is Jensen[SP?]. Hans and Vergene[SP?]. My
26 dad was born in Denmark and came to this country as a child. And my mother's a Midwestern
27 German, probably the third generation, I think, in this country.

28 TAYLOR: Do you know what part of the Midwest she came from?

29 MARTINEAU: From Milwaukee.

30 TAYLOR: Milwaukee.

31 MARTINEAU: Where they have The third tap goes to the [knocking sound] brewery.
32 [They laugh.] That's what I was told.

33 TAYLOR: I once ate in Maeder's Restaurant there , which is the most famous German
34 restaurant in town.

35 MARTINEAU: Oh, jish! [Laughs.]

36 TAYLOR: My wife is from just a little south of there, in a suburb of Chicago.

37 MARTINEAU: Anyway, we moved to Falmouth. As I said, my husband took a job with the
38 Physical Oceanography Department, and I had done some sailing before I came here, but we
39 looked around when we came to Falmouth for a place to rent, because we didn't want to buy a
40 house in a strange neighborhood. But we couldn't find anything in 1974 to rent. So we bought a
41 house in East Falmouth, sold our sailboat. (We had floating assets at that stage.) And bought
42 this house. By the end of the summer I'd gotten everything settled, chopped down all the trees
43 and whatever else we needed to do, and my husband came home one day and he said, "There's a
44 woman who works in the P.O. Department. Her name is Eloise, and she looks like she has a
45 good job, and I think you ought to get one like that. [They laugh.] It wasn't quite that easy, of
46 course, but I came down to the Institution and applied for work.

47 TAYLOR: That had to be Eloise Soderland.

48 MARTINEAU: That was Eloise, the grande dame of executive assistants.

49 TAYLOR: What was your husband's name?

50 MARTINEAU: Gerry, Gerard[SP?]. He worked for Tom Sanford for four years. He was hired
51 to replace John Dunlap, who had developed an instrument for Sanford. John went off to join a
52 commune, was there for two weeks, came back, decided he didn't like it. [Laughs.] So Gerry
53 was a fifth wheel, and after a couple of years, he got a job up at the Paixdepois[SP?] site, which
54 the Air Force had just opened.

55 TAYLOR: How about siblings? Do you have any siblings?

56 MARTINEAU: I have a brother who's two years younger than I, and a sister who's a year
57 younger than I.

58 TAYLOR: What are their names, and what do they do?

59 MARTINEAU: Well, my sister's name is Carolyn[SP?]. She works for Albert Bradley . . .
60 Wrong Albert Bradley, Allen Bradley. They make controls, and they're out in Milwaukee,
61 which is kind of funny. And my brother has just moved back to the Hartford area. His name is
62 William, and he's in bridge construction. That's about as close as he gets to being a civil
63 engineer. [Laughs.]

64 TAYLOR: Do you have any children yourself?

65 MARTINEAU: No, I have no children.

66 TAYLOR: How about your schooling? Where did you go to school?

67 MARTINEAU: Well, I was a late bloomer. I went to school at Conard High School in West
68 Hartford and went to work at Pratt & Whitney after that, which, as I said, is where I met my
69 husband. And, when we moved to Providence, where my husband went to graduate school at
70 Brown, I started going back to school part time and eventually went full time to the University of
71 Rhode Island and got a Bachelor's in history. I thought I'd like to teach. I got a teaching
72 certificate in Rhode Island, and also a teaching certificate for life in the State of Massachusetts,
73 which you could get in those days, and did student teaching in Sub-Saharan African history, even
74 though I was an American history major. And by the time I went to look for a job, Nixon had
75 closed the Navy base in Rhode Island, and they'd fired 90 teachers [laughs.], so I didn't need the
76 teacher's certificate. Which is when I went to work in a boatyard. [Laughs.]

77 TAYLOR: We'll get to that in a minute, 'cause that's kind of interesting. When you went to
78 school, did you have any favorite subjects, anything you really liked better than others.

79 MARTINEAU: History.

80 TAYLOR: History, huh?

81 MARTINEAU: History, yeah.

82 TAYLOR: Was there a specific teacher or teachers that . . . ?

83 MARTINEAU: Oh, yes, my favorite teacher at the University of Rhode Island was a professor
84 named Maury Klein who I think is still there. Maury was an expert on American railroad
85 history, but he's really a business historian. At the time--this was in the late '60s, early '70s,
86 during the Vietnam War era--we all thought he was probably a Communist, [laughingly] but I
87 don't think so. [Laughs.] He was I think inspiring for me. I was again later than most of the
88 students at URI, because I went back to school after I'd been out for six or seven years. But URI
89 really had a lot of people like that who were later students. They were retired Navy or people
90 like that who were going back to get teaching certificates. I enjoyed Maury because I think he'd
91 give you kernels of fact and let you go dig.

92 TAYLOR: That's interesting. So you actually went to school to learn something rather than
93 party for four years.

94 MARTINEAU: [Laughs.] I couldn't party. I wasn't living there. [Laughs.] And it was during
95 the Vietnam era, the Vietnam-War protest era, really, and it was kind of awakening to see masses
96 of students on campus, and I wasn't part of them. I was kind of a conservative person, and that
97 was not my thing. I had crossed picket lines at Pratt & Whitney and didn't like that, and I didn't
98 like walking through protesting students either. [Laughs.]

99 TAYLOR: That was a very turbulent time to . . .

100 MARTINEAU: Yeah.

101 TAYLOR: . . . to go school, I

102 MARTINEAU: Yup. [Sighs.]

103 TAYLOR: Did this change in any way, you think, the way you were being taught history? The
104 fact that this kind of thing was going on?

105 MARTINEAU: No. No, not particularly. I mean, I think the URI people URI is a state
106 school and is very much Rhode-Island oriented, or was at that time. You know there's a lot of
107 politics. There is at any state university. But I enjoyed Klein's courses, and I had one in colonial
108 history with Dr. Metz, who was good.

109 TAYLOR: One of the reasons I ask if you had any favorite courses or professors is because I've
110 ask that to every one that I've done the oral histories with them. Since 99 percent of the histories
111 have been with either research scientists or research associates or something like that, my

112 assumption was that it was going to be, “Oh, I had this chemistry teacher. “ “I had this physics
113 teacher.”

114 MARTINEAU: No.

115 TAYLOR: And everybody: it was either historical, literary or artistic.

116 MARTINEAU: Right.

117 TAYLOR: And I remember, I discussed that with my wife. She said, “Well, you know, at the
118 level of the people at the Oceanographic Institution are at, that takes creativity, and those are
119 your creative subjects, you know, the things that make you think outside the box a little bit.”

120 MARTINEAU: Well, it’s interesting, because my husband is a physics major. He has a
121 Master’s Degree in physics from Brown, and a Bachelor’s from Yale, and he says the trouble
122 with the social sciences are that they’re mushy. [Laughs.] He said they tout them as science but
123 they’re mushy. [They laugh.]

124 TAYLOR: Only a physicist would say that. [Laughs.]

125 MARTINEAU: Only a physicist would say that. [Laughs.]

126 TAYLOR: What kinds of things did you like to do for entertainment during that period? I
127 mean, you mentioned you liked to sail and all that.

128 MARTINEAU: Well, we’re basically homebodies. I garden and we sailed when we were in
129 Rhode Island. We started in When I first met my husband he had a small boat and we got
130 married, went to graduate school and all that stuff, and then when we moved down into Rhode
131 Island, he taught at Portsmouth Abbey, which is a private boys’ school. We lived on a 500-acre
132 estate on the shores of Narragansett Bay, so we went back to sailing. We bought a sailboat--
133 actually a series of two or three sailboats. When I couldn’t get a job teaching, I had planned on
134 going to work because he was only working the school year and then not working summers. So I
135 got a job in the boatyard at Hawkins [??] in Rhode Island.

136 TAYLOR: What did you do in the boatyard?

137 MARTINEAU: Well, it was pretty well the kinds of things I had done up till then--was a one-
138 girl office thing. I cleaned the heads, wrote the checks, filed the taxes, sold boat gear in the
139 store, showed boats when there was nobody in the office. They sold Pearson Yachts at the time.
140 It was a jack-of-all-trades job, and I really like that kind of thing, where you never know what’s
141 coming at you.

142 TAYLOR: Did you like the atmosphere of a boatyard?

143 MARTINEAU: Oh, sure, sure, the clanging halyards. And then we had bought a sailboat, so I
144 had employee's discount, which is the best thing. [Laughs.] I could get my boat hauled before
145 anybody else, and could get it in the water before anybody else. It was great. However, the best
146 bit of training that I had had was: for about five months there I got a job at a Fall River textile
147 manufacturer, and they taught me all kinds of things about how to code products, and debits and
148 credits, and keep books. Four years of college was fun, but five months of Fall River sweat-shop
149 office teaches you a lot, I'll tell you. [They laugh.]

150 TAYLOR: As with the teaching, I used to say the only course I ever had that counted was when
151 I first stepped across the threshold and faced kids.

152 MARTINEAU: That's right.

153 TAYLOR: That's where I really [?? Simultaneously with Martineau]

154 MARTINEAU: Crossed the [??], as we used to say. [Simultaneously with TAYLOR.] [They
155 laugh.] So when we came to Cape Cod

156 TAYLOR: No, go over again, now, what was . . . ? Your husband had been teaching; then how
157 did the opportunity come up to move down here?

158 MARTINEAU: Well, he was teaching at a private, Catholic, boys' school. We were there seven
159 years. We lived on the campus. We did not have dormitory duty, but a lot of people did. Every
160 six or seven weeks you had headmaster-of-the-week duties. Faculty wives poured tea. I showed
161 up at In short, it was seven days a week, maybe Sunday morning you had off. But by the
162 time you prepared lessons I used to type his physics tests and It was pretty insular. It
163 was pretty insular. And I think he got bored after awhile. He was afraid of getting stale. And so
164 he wanted to go back into the field, somewhere along the line. Although I think he enjoyed
165 teaching, he was afraid, in the long run, he would just run out of steam. So we started looking
166 around for a job, and this was in 1973, '74. We had the gas crisis going on in early '74. We
167 expect to probably have them again sometime in the near future. [Laughs.] And he saw a little
168 ad in the Boston *Globe* for the Woods Hole Oceanographic Institution, and, while we were
169 sailors, oceanography was far from our mind. And while I was a graduate at the University of
170 Rhode Island, I was vaguely aware that they had a Narragansett Campus with an oceanography
171 school, mainly because the only reason we had been over there is because they also ran an
172 accelerator over there. And Gerry[SP?] used to take his students over to see the purple water.
173 [Laughs.] Do basic accelerator-particle kinds of things with high-school students, his advanced-

174 placement students. Anyway, he applied for the job. We didn't hear anything for quite awhile.
175 He was offered another job with General Dynamics. He had worked a few summers at Raytheon
176 Subsig[SP?] in Portsmouth, and we had come from Pratt & Whitney, and he wasn't really keen
177 on getting back into the defense industry. The Oceanographic called him down for an interview.
178 They were just building this building, the Clark Building, at the time, and he interviewed with
179 Tom Sanford, who's not at the Institution any more. And he was offered the job. So we came.
180 And we were really excited about it, 'cause the Oceanographic had even, you know, had a world-
181 wide reputation, and it was an intellectual job. As it turned out, Gerry[SP?] wasn't really
182 Tom was really looking for an electrical engineer, and he hired a physicist. And there's a big
183 world of difference between an electrical engineer and a physicist. [They laugh.] After two or
184 three years, as I said, the fellow he was hired to replace didn't leave, and so Gerry[SP?] went on
185 and did some computer programming and other things, and then moved up to the Paypaw[SP?]
186 site when they offered the job up there.

187 TAYLOR: So, actually, you didn't really know much about the Oceanographic when you were
188 down in Rhode Island?

189 MARTINEAU: Very little. Very little.

190 TAYLOR: Just that it was this famous entity that was kind of out there.

191 MARTINEAU: Yeah, yeah. And it was a cool place. I mean, you would walk on down into
192 Woods Hole, and it still When you've been away and you come back you have that feeling
193 your heart skips a beat. It's truly a neat place.

194 TAYLOR: It really does have a feeling, when you walk down Water Street, like you could be
195 leaving on expeditions someplace.

196 MARTINEAU: [Laughs.]

197 TAYLOR: It kind of has that feel.

198 MARTINEAU: That's right. That's right.

199 TAYLOR: So you were pretty excited when you first saw the place? Had you ever been to
200 Woods Hole itself before?

201 MARTINEAU: Well, we had been to Woods Hole one other time, I think, to go to the Vineyard.
202 As I said, my husband was interviewing with Sanford, who took him around. We came up here
203 and looked at the hole in the ground where they were building this building, and then I went off
204 to kind of let the guys be by themselves. They weren't interviewing me. And Gerry[SP?] said--

205 after awhile he says--“Well, I’d better go find my wife.” And Tom said, “Well, I don’t know
206 where she could be.” He said, “She’s probably down at the dock.” [Laughs.] And I was
207 interested in the dock--always. So, as I said, we moved here and he went to work. It was a little
208 hard for him, because he felt like a fifth wheel. At the end of the summer, I went down to WHOI
209 to interview for a job, and I talked to Mary McGillvray[SP?], who was in Personnel at the time.
210 The personnel office was in trailers in the back of the Smith Building, prefatory to moving
211 someplace. I’m [laughingly] not sure where they were supposed to go. And Mary said to me,
212 “Well, you’ve given me your background.” She said, “I’m trying to figure out where you fit in.”
213 She said, “Tell me, what do you like to do?” I said, “Well, my garden, my sail.” She said, “I
214 mean, what kinds of things do you like to do?” I said, “Well, I like to put things in boxes. I like
215 to fill out forms. I’m the ‘everything-in-a-shoebox’ kind of person.” So a little light went off in
216 her head, and she said, “I think I have a job for you,” she said, and she sent me up to interview
217 with Charlie Innis, who was trying to create a central file system at the Clark Building, that is,
218 Charlie, as you know, is the executive assistant of the assistant to the director. His vision was to
219 have all the directorate files in one place, which was the file room downstairs, which the Xerox
220 machines are, but it never came to pass, because he could never convince what were then six
221 directors, associate directors, assistant directors and provosts and their secretaries to give up their
222 individual files and [laughingly] put them in one place. [Laughs.] So Charlie said, “Well, if this
223 job ever materializes, you’d be a good candidate.” About a week or so later Mary called me
224 back, and she said, “Well, I have a temporary job if you’re interested.” I said, “Sure, I got
225 nothing to lose. I don’t know anybody in town.” So I came down and went to work for David
226 Scott, who was assistant director for administration or finance and administration, and I’d go in
227 and he’d say, “Go here and get this. Go here and get that.” And I got around the Institution a
228 lot, digging information for him. I didn’t really know at the time what it was connected to, but
229 all I knew was when I said, “David Scott sent me,” all the doors [laughingly] opened and people
230 let me in, so I thought “Gee, this is great.” As it turned out, I was gathering information for a
231 suit that the Institution was fighting that had been brought against it by the National Labor
232 Relations Board on overtime on the sailors. And it was in the Port Office that I really liked to
233 work, ‘cause it took a lot of digging over there over time and labor charges and those kinds of
234 things, and I thought that was a really nice place. [Laughs.] I did a couple other things for
235 David Scott. I cataloged all the minutes for the Corporations and the annual meetings that had

236 never been done, and those kinds of things. He sent me off to do things, and then I'd come back.
237 He sent me here, sent me there. Towards the end of '74 he said, "Well, I'm running out of work
238 for you." I said, "Well, I'm still interested in permanent work." And one day he called me in
239 and he said, "There's an executive assistant job posted in the Biology Department, and I think
240 you should apply for it." Well, Scott was an interesting person. Lots of people will tell you
241 about him. He was rather taciturn. He didn't say a lot. But when he said, "I think you should do
242 this," you did it. [Laughs.] So I went and applied for the job as the assistant in biology. I hadn't
243 the faintest idea what an executive assistant did, but the pay raise looked good.

244 TAYLOR: And you liked the Institution?

245 MARTINEAU: Yeah, it was convenient. We had one car at the time, I think. Maybe we had
246 two. Anyway, I would come in to work with my husband and go away, and I liked working
247 here. It seemed like a good place to work. People were friendly. The aura was nice. It does
248 have an aura.

249 TAYLOR: It is an exciting place.

250 MARTINEAU: Yeah, yeah, yeah. George Grice called me up one day--he was chairman of the
251 Biology Department--and asked me to come over for an interview. I interviewed with him in the
252 basement of the Redfield Building, which was in his laboratory. And when I got home that
253 night, my husband said, "Well, what's this guy like?" I said, "Seems nice enough, but he has a
254 funny accent. I can't really place where he's from." A couple of days later I was offered the job.
255 At that time I was doing a project for the Oil Fish Study in the Marine Policy Center, so I had to
256 finish up that, and apparently the person whose place I was taking had given two weeks' notice,
257 and so I had two days of switchover with that person and tried to finish up the Oil Fish Study
258 with Susan Peterson and Leah Smith.

259 TAYLOR: Now, I'm missing something in here.

260 MARTINEAU: OK. [Laughs.] I'm trying.

261 TAYLOR: You started off first a temp.

262 MARTINEAU: Um-hum, and still temporary.

263 TAYLOR: And then you talked about going down to interview for this job with the Biology
264 Department, but you mentioned this fish study from Policy. How did Policy work in here?

265 MARTINEAU: Policy got into it because, when I was finished with doing a couple of these
266 temporary things for David Scott, the Education Office, which I think Marine Policy was under

267 Education at the time, was looking for someone again to do some library work for them. It was a
268 short-term thing. They had seen me around and asked David, “Can we borrow this person?”
269 And he said, “Sure, I’m done with her.” So I got passed around. [Laughs.] I worked in a lot of
270 departments.

271 TAYLOR: Was Dave Ross the head of the department then, Policy?

272 MARTINEAU: No.

273 TAYLOR: OK, was it a fairly new department then?

274 MARTINEAU: It was new. I think it had been under Bob Morse Bob Morse was there, but I’m
275 not sure who was actually running the Marine Policy Department at that stage.

276 TAYLOR: What was the Marine Policy like back then? If you were going to describe it to
277 someone?

278 MARTINEAU: A loose confederation. [Laughs.] Let’s make it historical terms. It was in the
279 Crowell building, where it still is. Susan Peterson and Leah Smith were the only two permanent
280 people there, and even at that stage I don’t think they were permanent. They got permanent
281 status later, and they had no permanent billets at that time. Mostly people that were there were
282 on fellowships for one or two years. They Oil Fish Study was something that the Policy Group
283 got into because they were talking about drilling for oil on Georgia’s Bank.

284 TAYLOR: Right. Big issue at that time.

285 MARTINEAU: Big issue. And Susan Peterson is an anthropologist, and Leah is an economist.
286 Leah is the wife of Woolcott[SP?] Smith, who had been a statistician at the Institution for many
287 years. And Susan eventually married John Teal, after various machinations, but anyway

288 They got involved in this--what we called the--Oil Fish Study, which was of how drilling on
289 Georgia’s Bank would affect the fishing industry. It was funded by the American Petroleum
290 Institute [Laughs.], which also got them into [Laughs.] some controversial situations. Anyway,
291 they needed someone to dig, mainly do library work. The most telling part about Crowell House
292 then, was the day after I moved out of my desk the roof fell down. The [laughingly] plaster
293 ceiling fell down, so I felt that was ominous, or a good warning to get out. I went to interview
294 for George for this job. And I was offered the job, and spent part time on Oil Fish work,
295 finishing that up, and part time working in the Biology Department as the department assistant,
296 which was in this building.

297 TAYLOR: Excuse me [after interrupting]. You described this as kind of a “jack-of-all-trades”
298 sort of thing, but as you describe it, it sounds to me more like a researcher.

299 MARTINEAU: At that stage, yeah. On a, certainly not a professional level. I was pretty well
300 directed as to kinds of stuff that they wanted to get. But a lot of it was just

301 TAYLOR: But you had to find it and recognize it.

302 MARTINEAU: I had to find it and recognize it and organize it in some kind of a cogent manner
303 so that you could do something with it.

304 TAYLOR: So would this be an equivalent of what, like a law clerk does in a lawyer’s [??
305 *Simultaneously with Martineau*]?

306 MARTINEAU: I would suppose, yeah.

307 TAYLOR: And then at the same time then you must have been making reputation for yourself at
308 being good at doing this.

309 MARTINEAU: Well, it must have been. It wasn’t over that long a period of time. It was like
310 well September to the following February, perhaps. Scott seemed to be happy enough with what
311 I was doing. In fact, George told me later, he said, “Yes, I talked to David about you, and he
312 said, ‘Hire her; you won’t be sorry,’ and I never was,” he said, so [Laughs.]

313 TAYLOR: Well, one of the things that’s unique about the Institution is that one department does
314 talk to another department.

315 MARTINEAU: Oh, yeah. Oh, yeah. And that they take rough gems and hammer ‘em into some
316 kind of diamonds. [Laughs.]

317 TAYLOR: I think that’s a very important point about the Institution, because you came here as a
318 history major. I’ve known people come here as physics majors and really did their work in an
319 ecological sense. And nowadays it’s impossible not to be multidisciplined. I mean, you may
320 have a discipline, but you’re going to be looking at three or four different factors in discipline.

321 MARTINEAU: Well, and the basic thing about oceanography is that if you ask anyone how to
322 train an oceanographer the first thing they want is a Master’s Degree in some science. They
323 don’t really care what it is. It’s not till you get beyond that that you start specializing in
324 oceanography.

325 TAYLOR: So you got sent over to Biology, and you talked with, again?

326 MARTINEAU: George Grice.

327 TAYLOR: What was he like? He’s one of the big names of WHOI’s history.

328 MARTINEAU: Yes. I'm going to break up. [They laugh.] [Sighs.] Well, I was thinking about
329 that, you know. [Tearfully.] As you know, George died in March of this year, and if I had to
330 label three people--three men anyway--who were the most influential in my life: certainly my
331 dad, my husband, and George, in that order. Now go for a walk. [Laughs.] I couldn't
332 understand George when I talked to him initially. I didn't know what his accent was. George
333 was from Charleston, and he apparently grew up with a Gullah mammy and he talked Gullah.
334 And when he'd go home to Charleston, I mean Charleston's accent's nice and slow and soft. But
335 a lot of people said they couldn't understand George. He would try, even though he'd been at
336 the Institution probably for 15 years when I talked to him and left here after 30 or 32 years--in
337 short, he'd lived in the North a long time--he still had a [slapping sound as of hands falling back
338 to lap] Gullah accent. I knew one person who said he'd had a speech impediment. Well, I don't
339 think that was true. And George and I worked together in the Biology Department for seven
340 years. We can talk about that in a few minutes. I mean, I was his "wall," and I say that, because
341 if he had a problem, he had been department chairman six months, and if he had an
342 administrative problem, he'd come in and he'd close the door, and we'd sit down and talk about
343 it. And he'd bounce all this stuff off of me, and I'd argue back, and we'd go back and forth until
344 he came to some conclusion and got up and left. And I actually operated well with a couple
345 other people that way, but George in particular. And he's a person whom people either loved or
346 hated. I was surprised, at his memorial service, how many people talked about his mentoring
347 abilities--I mean scientists--because he was very good at that. He would go out and beat, cajole.
348 He never begged. But he would push people in directions that he thought they should go in the
349 sense that they were heading that way anyway, but they didn't see it, very much like the
350 professor I liked at URI, who was very similar that way. George was volatile. He calmed down
351 as he got older, but you could hear him coming down the hallway, making weird noises. He
352 would do things that would embarrass you into the ground, and you can't figure out quite how an
353 educated, intelligent, cultured person could do or sound like that. [Laughs.] I liked him. I liked
354 him. We worked well together. He was the hammer and I was the velvet glove. I'd go into the
355 department or talk to a scientist and say, "Well, you need to do this," and it worked well, because
356 they knew that behind me stood the hammer, that if things didn't get done right one way, then
357 we'd [laughingly] call out the Department Chair. [Laughs.] He seemed to have an ability to
358 organize things. At that time he was involved in the SEAPEX program, which was the

359 controlled ecosystem pollution experiment which was a large project on the West Coast that
360 involved dealing with large plastic bags. He had a research associate who worked with him at
361 the time, and as you know the department chairs are scientists first and administrators second,
362 and so the department executive job is really an administrative one, to run the departments and
363 keep the department problems off of the scientists' backs so they can do science. That's the way
364 it was then. I don't know if it's still going that way, because I haven't been in the departments in
365 awhile.

366 TAYLOR: Oh, heck, some of them even sign the scientists' time cards.

367 MARTINEAU: Well, we all go and do that. [They laugh.] You're not supposed to say that.
368 [Laughs.]

369 TAYLOR: Let me ask you a question, though, on this. I notice when I asked what he was like
370 that you had a really strong emotion.

371 MARTINEAU: Yeah, yeah.

372 TAYLOR: Was this for you the first time that you were in a job/position where you really felt
373 like that this was going to be the future and that you worked in really well there?

374 MARTINEAU: Well . . .

375 TAYLOR: I don't know if I'm asking this correctly. You know what I'm trying to get at?

376 MARTINEAU: I understand what you're saying, did I think of it as a career path, really.

377 TAYLOR: Yeah.

378 MARTINEAU: I don't know. I'm a person who I never decided what I wanted to be when
379 I grow up because maybe I came from the wrong era. "Want" is a word that's not very much in
380 my vocabulary, you know, within "I want lunch" kind of thing. But I mean long-term planning:
381 I just kind of muddle through.

382 TAYLOR: Plus, women didn't have huge options then.

383 MARTINEAU: Yeah, yeah. That's part of it. I probably should have at that stage been thinking
384 about career plans, but I was pretty well a "Follow the hubby around" kind of wife. I mean, we
385 obviously sat down and talked about decisions and other things, but I'd never thought of that. I
386 liked WHOI. As things went along in the Department in that position, I grew in. When I went to
387 the executive assistant job in Biology, there was only one other executive assistant, and that was
388 Eloise. And she defined the job. She brought

389 TAYLOR: Did she ever! [They laugh.]

390 MARTINEAU: She brought a scientific background to it in that she had been a research
391 assistant and had gone to sea. I was replacing someone who had been an executive secretary,
392 and the job was really defined as what we would call now an administrative assistant, or, in the
393 older days, an “executive secretary,” that is, someone who worked for the boss and did
394 everything the boss wanted done. And did everything . . . get as much as possible out of the
395 boss’s way. It didn’t take me long to decide that wasn’t going to work for me, because I’m a
396 lousy typist, and in those days we typed. In fact, I worked for two days with the person I was
397 replacing, and then George left for three weeks for Antarctica because, in those days, he escorted
398 the Lindblad Cruises to Antarctica. He was a zooplanktonologist and dealt a lot with Antarctic
399 krill, and so he would go on the Lindblad Cruises and . . .

400 TAYLOR: [?? Simultaneously with Martineau]

401 MARTINEAU: . . . talk to little old ladies in red sneakers, is what he used to say. [Laughs.]

402 TAYLOR: But that was a first too, those cruises.

403 MARTINEAU: And he made a lot of contacts there which were very useful to the Institution
404 over the years. After he came back, I was still a little confused. There was a secretary in the
405 department who did the proposals and typing and these kinds of things, that is, the typing and
406 preparation, all of which, in those days This is all precomputer, so if you made a change,
407 after two changes the secretary came after you with an ax, because [Laughs.] [Laughingly]
408 And you couldn’t change things. [Laughs.] In triplicate. I went to George, and I said, “I’m a
409 little confused about this job.” One of my classic statements I remember from him. “Can you
410 tell me just exactly what you have in mind for the job?” And he put his feet up on the desk, and
411 he says, “It’s simple. You do more and more and I do less and less.” And that’s the way we
412 operated. I knew then, as long as I wasn’t stepping on his toes--and you had to know when that
413 was [slapping sound]--the sky was the limit.

414 TAYLOR: How much did you have to learn--if any--about biology?

415 MARTINEAU: Very little. I mean, in the sense of I wasn’t correcting the technical
416 aspects of biology. I had a lot to learn about proposal preparation, about how the Institution was
417 funded, about personnel. We did all of that, that space and material and desks and chairs and
418 where all that stuff came from, purchasing, what the executive assistant in the department still
419 does. And they’re the administrative person in the Institution. Morris Tavares, who was down
420 in Challenger I’d love to tell you about Challenger at the time. The Challenger House was

421 the administration building. George Conway was the comptroller. Conway died in '81, at the
422 age of 42 from a cerebral hemorrhage, and it was big loss in the Institution, but all the proposals
423 were read by the comptroller, and they were prepared. Budgets were prepared in the Grants and
424 Contracts Office, which was in the front room at Challenger House, all on green accounting
425 sheets by accou Because salaries were held close. Nobody knew what anybody else made,
426 and the budgets for salary projections were done [slapping sound] in the Challenger House.
427 Eleanor Picard[SP?] ran Grants and Contracts. Morris Tavares taught me all about proposals and
428 green sheets.

429 TAYLOR: You came in in a period where the personnel in the Institution could tell me where
430 their money was coming from. When I talked to the people before that, most of them had
431 absolutely no idea where their money was coming from.

432 MARTINEAU: Yeah. Just came.

433 TAYLOR: It just came.

434 MARTINEAU: Yeah.

435 TAYLOR: Columbus took care of it, or [?? Simultaneously with Martineau]. . .

436 MARTINEAU: [Laughs.]

437 TAYLOR: . . . or Bucky Ketchum took care of it.

438 MARTINEAU: Right. [Laughs.]

439 TAYLOR: I was only half joking earlier when I said, "Well, that's the way a physicist thinks."
440 There's a really distinct way to the way the different disciplines think and approach what they . .

441 .MARTINEAU: Absolutely.

442 TAYLOR: . . . do. And did you have to do much in terms of kind of a go-between, between the
443 boss and the department in many ways? Did you have to learn how biologists thought?

444 MARTINEAU: I'm not sure I can tell you now how biologists think. I do know that when you
445 walked--in those days, anyway--through the Institution at lunchtime, the lunch periods are
446 different. The Physical Oceanographers are all sitting in their offices with their--in those days--
447 black lunch pails open, reading the *Wall Street Journal*. The chemists are working in the lab
448 with titration or whatever the things those glass bottles are they do. The AOP&E people still eat
449 around a communal table and talk over ideas. And the biologists--as Teal said in a meeting one
450 day--he says, "Yeah, the whole Institution has agreed what they want to do, and now the
451 biologists'll go doing their own thing." Yeah, but I think some of that was part of learning the

452 job, is that you have to learn how people think and what they're interested in. And everybody's
453 different, even in the Biology Department, and you can see it. The younger people coming in,
454 the younger staff, are more interested in certain things. The older staff--they would just say, "I
455 don't understand that. You take care of it" kind of thing. So it was a busy time. I had a lot to
456 learn. George said, "Go out and hang yourself and when you're choking, call me," basically.
457 [Laughs.] That's the way we operated.

458 TAYLOR: Where was the Biology Department then?

459 MARTINEAU: OK. The Biology Department was in this building on the fourth floor.

460 TAYLOR: Clark.

461 MARTINEAU: Clark, except the administrative offices and the chemical-oriented people. Most
462 of the rest of them were at the Redfield Building on the first and second floor. The third floor
463 was chemists in Redfield. And then the Environmental Science Laboratory was down below--
464 John Ryther and those people. The two big projects in the department at the time was the
465 SEAPEX project which George ran, but was inter-Institutional, interdisciplinary, and it was
466 probably the second big project that I know of that the Institution had that was similar to that.
467 And Peter Wiebe and the physical oceanographers were gearing up on warm core rings[?], which
468 I think is still going on in some sort of [laughs] trickle-down name.

469 TAYLOR: Who were some of the biologists that were there then? Do you remember any of
470 them?

471 MARTINEAU: Well, sure. John Rhyther, of course, had been department chairman. Dick
472 Backus had been department chairman.

473 TAYLOR: Now, those are two huge names in the history of the Institution.

474 MARTINEAU: Right, right. And if you haven't talked to either one of them, you should get
475 them.

476 TAYLOR: We did Dick Backus a year and a half ago.

477 MARTINEAU: That's wonderful.

478 TAYLOR: And he just struck me as a really nice person.

479 MARTINEAU: Yes.

480 TAYLOR: And I must say for the most part I found this true of the biologists. I mean, Holger
481 Jannasch: humanity just dripped out of the man.

482 MARTINEAU: Right.

483 TAYLOR: [Clears throat.] Excuse me. What were Ryther and Backus like back in those days?

484 MARTINEAU: Just about what they are now in some ways. Backus is still a very humanity
485 person. I mean he'd [deep voice] HURARARAR--you know, very gruff voice, but you knew
486 you could do what you wanted around him. I'm sure that he could be pretty stubborn sometimes,
487 but Dick is just one of the people that you could always go to and get information from or
488 direction from. And Ryther was down at ESL and was doing his thing down there. He was
489 trying to get methane from seaweed to convert into energy. There was a lot of energy-
490 conversion kind of talk in the early '70s. Bob Guillard, who is a name who left the Institution
491 just about the time I left the department and went up to the Bigelow Lab. Ralph Piccaro[SP?],
492 who's still in town. Ralph was working on the sewage--what they used to call the "fecal farm,"
493 and I think that's the characteristic. [Laughs.] I think that's characteristic of the Biology
494 Department under George is everybody had a nickname. Stan Watson is there, and Stan Watson
495 was called "Mighty Mouse." George was "Sweet Daddy," and John Ryther was "Big Daddy,"
496 and Bob Guillard was "Spinhead," and [Laughs.] all these things.

497 TAYLOR: It sounds like a wonderful place to work there in that period.

498 MARTINEAU: Well, it was busy. [Laughs.]

499 TAYLOR: And how about the physical plant itself. What was that like then.

500 MARTINEAU: OK, you asked me where the We were in the Clark Building, here, the
501 administration offices on the fourth floor. My office was next to the elevator, so when anyone
502 got stuck in the Clark elevator, if they rang the bell I was the only one that heard them, so god
503 help you if I took the day off. George's department-chair office was next door, where the
504 Chemistry Department now is. I guess about the only characteristically different thing about this
505 building than when we moved into it, and I say that because we moved in in 1974, late '74, was
506 the secretaries were in the hall. Whoever the architect was in this building they thought
507 secretaries were kind of an afterthought, and they put them all in the hall, and they had little half-
508 walls, no privacy, nothing, no quiet, nothing. [Laughs.]

509 TAYLOR: No dignity.

510 MARTINEAU: No dignity. [They laugh.] I mean, you couldn't comb your hair without
511 everybody in the place knowing it. So that got changed rather rapidly. The stairwells, of course,
512 now are being used for the kinds of things that they were originally designed for, which was to
513 be scenic outlooks and a place to repose to get away from your desk. In those days there was no

514 place to eat up on the Clark, on the Quissett campus at all, so everybody ate their lunch in the
515 stairwells. We called them Mangelsdorf cafeterias because [Laughs.] Fred Mangelsdorf was the
516 director of facilities I guess at that time, or higher than that. He was assistant director for
517 facilities. I'm telling tales. [Laughs.] Anyway, it was an interesting time.

518 TAYLOR: The reason I asked that was because my initial contact with biology laboratories:
519 you used to have all kinds of specimens floating in jars and things like that, and nowadays all I
520 see is computers when I go into these places.

521 MARTINEAU: Well, I think when And I wasn't in the department when it was decided
522 who was going to move to Clark. The people that came up to Clark were actually the
523 biochemists, mostly chemically involved, because the Chemistry Department moved. So they
524 left the They split both departments. They left half the biologists and half the chemists in
525 Woods Hole, and the other half came up here. That's been changed now, mostly. And a lot of
526 that I think was . . . was . . . I won't say George did it, because it happened after his tenure in the
527 Biology Department, but he was very interested even then in reuniting people. And it was
528 difficult for people from the village to move up to the Quissett campus, and you've probably
529 heard that before, because the liaison between the departments was split. The directorate was on
530 the second floor, and it was George's doing that moved them over to Fenno when physical
531 oceanographers needed more space up here. We

532 [END OF SIDE 1]

533 . . . for about six or seven weeks with a health problem and came back to work in about the
534 middle of seventy I've forgotten. [Laughs.] '81, the middle of 1981. George called me
535 into his office and he closed the door. And he said, "The director," who at that time was John
536 Steele, wants me to go to be associate director down where the ships are." So my face kind of
537 fell, but I knew something was going to happen sooner or later. There was going to be a change
538 in the department office, and I was kind of hoping Peter Wiebe would be coming in, because I
539 worked well with Peter, and George said, "I told him I'd take the job." I said, "OK, good." He
540 said, "Only if you come with me." And I said, "Well, that's flattering, but what job is it down
541 there?" [They laugh.] There was no job in the Port Office. So we can talk about that, anyway.

542 TAYLOR: What was your total time in Biology?

543 MARTINEAU: About 6-1/2 years.

544 TAYLOR: So, a good length of time, a real start to a career, so to speak.

545 MARTINEAU: Yeah.

546 TAYLOR: In terms of out of the Institution, when you weren't at work. What was social life
547 like?

548 MARTINEAU: [Laughs.] I'm kind of antisocial out of work. I would go home at night tired, so
549 we participated with the Falmouth Music Association, which was at the time a group that
550 sponsored initially four concerts in Falmouth--classical music. We sailed. We had bought
551 another boat by then. Got together with people occasionally, but not very often. I had family off
552 Cape, so by that time my in-laws were getting elderly, so there was a lot of back and forth there.
553 My brother-in-law died, actually the weekend we bought our house in East Falmouth, so there
554 was a lot of back and forth with his family. My husband landed up as executor of his estate, and
555 it was a lot of hoop-de-do with that. I had lived, before I came here, on a campus where your
556 coworkers were your social friends, and we really made an effort, I think, not to have that
557 happen.

558 TAYLOR: I ask because there are some that did and some that did not.

559 MARTINEAU: Right. My husband joined the Ad-Hoc Des Musicus[SP?] or whatever it was
560 the social singing group in Woods Hole, for awhile, but he stopped that after awhile because it
561 was a little more inbreeding than he wanted to get involved in. We were not involved in a lot of
562 the Woods Hole social life. We made an effort not to do that.

563 TAYLOR: Did the combined salaries here at the Institution afford you a pretty good level of
564 living?

565 MARTINEAU: Oh, yeah. Of course, I don't have any children, so I've never had problems in
566 that area. It's nice to get a raise every year. And then my husband went to work for the
567 government in 1978, up at the Paipas[SP?] site, and so that took us away from Woods Hole.
568 When we started looking for a new house, we were living on 10,000 square feet in East
569 Falmouth, and Gerry[SP?] wanted more land. We looked in Sippewissett and around Woods
570 Hole, but I, by that time, had gotten involved in enough of the administration of the Institution
571 that I didn't want to really have people next door who I was fighting with at work. [Laughs.] As
572 it turned out, some of those people moved in around me where I moved in North Falmouth, but
573 that's all right. The lots are big enough there so I don't see them every day.

574 TAYLOR: In other words, you didn't sign up to be a monk.

575 MARTINEAU: Right. Or even a faculty wife. [Laughs.]

576 TAYLOR: There was life after the Institution.

577 MARTINEAU: Yeah, outside of WHOI. That's right. That doesn't mean to say that you don't
578 do a little bit of it in the Stop & Shop.

579 TAYLOR: Oh, of course. Of course, and I don't think you mean to I hope I'm not putting
580 words in your mouth, and I don't think you mean to suggest that you really didn't want anything
581 to do with WHOI people.

582 MARTINEAU: No, no, in fact I got involved in monitoring or showing up if there were affairs
583 at the Institution to show people which way to go or pour the coffee or whatever, a certain
584 amount of "faculty-wife" duties, but that was all right. I enjoyed that work. We do tend to be
585 loners to some extent, and we had a big sailboat by then, and by the time you get it ready, put it
586 in, ship it out, go away, come back, unload it, it's time to do something else.

587 TAYLOR: That's very true.

588 MARTINEAU: In the Biology Department there were two or three things that I was proud of
589 doing, and they're very small now, but the policies are still in effect. One of the things is that I
590 and another department administrator, Susan Kadar, who was in Chemistry at the time, worked
591 hard to get cruise leave paid off, which seems like a small thing now, but at the time it was a real
592 budget buster. And George and I worked hard to require that the Personnel Office get signatures
593 on staff evaluations. We ran into a couple of problems in the Department where people slipped
594 personnel reviews into files without the person who was being discussed knowing about it.

595 [Laughs.]

596 TAYLOR: That's illegal.

597 MARTINEAU: It is now. It wasn't then. And when Paul Fye gave his notice of resignation,
598 George came to me and he said, "I think John Steele should be director." And I knew Steele a
599 little bit, because he had been on one of the visiting committees for the Biology Department, but
600 he and George had worked closely together in the SEAPEX program and George thought highly
601 of him, so George did up a nomination letter. I took it down to Buck Ketchum, who was
602 chairman of the search committee, and Ketchum said, [gruff voice] "Well, it's OK, but we need"
603 a vitae, so George cobbled together a vitae as best we could. It was a one pager, half a page,
604 actually, and I took it down to Ketchum, and I'll never forget Ketchum. He was built kind of
605 like Burl Ives, and he smoked a lot, and he had a very raspy voice, and he had trouble breathing,
606 upper-respiratory problems, and he was standing in the Clark lobby by the Oceanus model there,

607 and he looked at it, and he says, [gruff voice] “Huh, not very long.” He says, “Course, the last
608 vitae I saw that looked like that was Columbus Iselin’s,” so [Laughs.] I said, “Well, we did
609 the best we could without actually going to John and asking him for his vitae.” The evaluation
610 committee, of course, put him through the search mill and came up with him as director.

611 TAYLOR: When they write the history of this Institution from 1930 up to the present time,
612 certain names are going to be mentioned over and over and over again. Al Vine would be one.
613 Columbus Iselin would be one.

614 MARTINEAU: Yeah.

615 TAYLOR: Bucky Ketchum certainly would be one, too.

616 MARTINEAU: Yeah.

617 TAYLOR: What was he like in a working relationship?

618 MARTINEAU: I didn’t know him that well, and of course by the time I knew Ketchum he was
619 quite elderly and had slowed down quite a bit. I know George thought the world of him, and he
620 always said Buck was the father of ecology, and obviously people in the field think that of him
621 also.

622 TAYLOR: There were a lot of “fathers of” in this place.

623 MARTINEAU: Yes. [Laughs.]

624 TAYLOR: Did you know Dave Owen?

625 MARTINEAU: Yes. Father of diving. [Laughs.]

626 TAYLOR: Well, really, underwater photography. I remember reading his only book, but I was
627 in the eighth grade. A lot of people would I’m sure they’d credit Doc Edgerton, but Doc
628 Edgerton really was the strobe. And Dave Owen was really the underwater photographer when
629 all that started.

630 MARTINEAU: I don’t think I even knew that. Because, again, I’m not a diver. In fact, my
631 brother-in-law died while scuba diving, and so I’ve just kind of stayed away from diving. But I
632 did know Dave casually. I mean, I certainly knew who he was.

633 TAYLOR: That’s one of the reasons I asked what your living accommodations were like,
634 because when Dave came here on his salary, he couldn’t afford to live in sort of the men’s house.
635 He cleaned out the chicken coop behind the place . . .

636 MARTINEAU: Oh, jish!

637 TAYLOR: . . . and he lived in there.

638 MARTINEAU: [Laughs.]

639 TAYLOR: He put a bed in there, and that's where he lived.

640 MARTINEAU: Well, a lot of people at the time complained about salaries and where they were
641 living. We came here We had been married 10 years, roughly. My husband had had a
642 respectable job, and I had worked off and on. We had saved a little money, so we were able to
643 buy a house. It was our first house, and we were reluctant to do that. We much would have
644 preferred a rental, but the things you could rent were chicken coops or Apartments didn't
645 exist in Falmouth in those days, unless they were single-family accommodations or winter
646 rentals that you had to get out of in the summer. So we bought a tract house. It turned out to
647 work well for us at the time.

648 TAYLOR: OK. He ran out of film on this. We'll get back to it. [Tape stops and starts.] We
649 were talking about some of the notables at the Institution . . .

650 MARTINEAU: Characters.

651 TAYLOR: . . .notables to everybody that's a historian of the field of oceanography, friends of
652 yours. And at the time Paul Fye was the director at the Institution.

653 MARTINEAU: That's right.

654 TAYLOR: What kind of director was he? Can you characterize his style in any way?

655 MARTINEAU: Oh, well, I didn't have a lot of interaction with Dr. Fye, and I always called him
656 Dr. Fye. As you said, when I came to the Institution in 1974, he was director. At that time they
657 were still down in the Bigelow Building. They moved up to the Clark Building towards the end
658 of '74, and were down on the second floor. Dr. Fye always struck me as very competent and
659 very organized. Everybody that did anything for him--certainly at my level--felt in awe of him,
660 and I must admit I felt a little bit of fear about him: fear in a sort of family-priest kind of fear, a
661 person in authority. I remember working late one night in the Clark Building, and the phone
662 rang, and it was about 6:30. I thought it was my husband, so I answered the phone, "Jake's
663 Tap," which, as you know, is a bar over in East Falmouth, and this voice on the other said, [deep
664 voice] "This is Dr. Fye. Is Dr. Grice there?" And I said, "Oh, sh--!" [Laughs.] I mentioned
665 earlier, everybody had these nicknames, and George came roaring out of his office one day and
666 said to the secretary--this was right after I had started working for him--[Deep voice]
667 "Alataleyel." And off he went, and he was carrying some papers. And I looked at Elaine, and I
668 said, "What'd he say?" And she said, "He said he's going to the Fuhrer's bunker." I said, "The

669 what?" "He's going to Dr. Fye's office," she said. [Laughs.] That's the way some of us thought
670 of him, as being very directed. I always thought of him not as having much of a sense of humor,
671 and lord save me if Mrs. Fye's listening to this. And someone told me he never ate, because he
672 would get up in the morning, and when we started to see him he worked through all day if there
673 were meetings or other things, particularly Corporation meetings and those kinds of things. He
674 just kept going, going, going. I'm sure he ate. I'm sure he did other things that people have to
675 do during the day, but he was just a very directed person. I think the growth of the Institution
676 during his time appears to have been huge, and the capital acquisitions were huge, but on a day-
677 to-day basis I didn't really know him that well. [Laughs.]

678 TAYLOR: Well, I wondered, because he was really a dividing line between those hands-on
679 directors--the people that would drop into your office unannounced just to say "hello"--and
680 really an administrator.

681 MARTINEAU: Well, I'm sure that he dropped in to say "hello" to some people, but I don't
682 know people that he did drop in on. [Laughs.] Usually if he came, it was a reason for it, and
683 usually I suspect that if he had a reason you went to his office. I remember one day The
684 Biology Department the Madamec[SP?] Program up in Canada, and we had a scientist at the
685 time who was running the program, who was stationery printed that said, "So-and-So, director,
686 Mademec[SP?] Research Station," and the department chair got a call from Dr. Fye, saying "Tell
687 Dr. So-and-So there's only one director of this institution," and he hung up. So we had to have
688 the stationery changed. And that's the aspect of him that I saw. A lot of people missed him
689 when he left, when he stepped down, because he was that way. He was very precise, and you
690 knew exactly what he wanted, when he wanted it.

691 TAYLOR: That's interesting. I always ask, "What were the directors like during the time you
692 were here?" What year was it that you started at the Institution?

693 MARTINEAU: In 1974.

694 TAYLOR: '74. Holger Jannasch was in the Biology Department then, wasn't he?

695 MARTINEAU: Yes, yes he was.

696 TAYLOR: Did you ever have much to do with Holger in any way?

697 MARTINEAU: Oh, yes, but strictly on a proposal level and space, personnel--mainly proposal
698 writing, because Holger never had any personnel problems. People that still were working with
699 him when I came to the Institution are still working in his laboratory. They stayed with him for a

700 long time. But I liked Holger. Holger had a graduate student--or at least one that I know of,
701 anyway. His name was Russell Cuhel [spells] K-U, C-U-H-L, and Russell is the son of a
702 Hollywood psychiatrist. And he's [laughingly] right off the wall. And he showed up
703 When I first met Russell he was coming up the Clark driveway here. He was wearing a leather
704 "Indiana Jones" hat and a burgundy velvet cape. And his full beard, kind of scraggly. And I said
705 to George, "Who's coming up home?" George opened the window and hollered out to him,
706 "Hey, Russell," you know, and other words that, as I said, George could embarrass you. And
707 Russell hollered back, "Hi, sweet daddy!" And I said, "Who's that?" And he said, "That's
708 Russell. He's the new graduate student." And I said, "Who's his advisor?" He said, "Holger."
709 I said, "He's dead meat. He [laughingly] won't last two weeks." [They laugh.] Well, that
710 wasn't true. Holger and Russell got along very well, because underneath it all Russell was a
711 hustler. I mean, he knew his stuff and he was a worker. And Holger appreciated that, and he
712 liked his personality. [They laugh.]

713 TAYLOR: Well, Holger was an interesting guy. I mean, he was a guy that quite commonly
714 would go down and eat lunch with the fellows down on the dock.

715 MARTINEAU: Yes, and at the "Pie in the Sky."

716 TAYLOR: Um-hum, um-hum, because when he was working his way through school he worked
717 on a fishing boat.

718 MARTINEAU: I believe that.

719 TAYLOR: Unfortunately he passed away before we had a chance to do an oral history on him,
720 but the stories I've heard make me really regret that I couldn't have talked to him personally.

721 MARTINEAU: The two things that I remember about Holger both came actually when he was
722 sick. I was in Marine Operations, and he was mounting what turned out to be his last cruise, but
723 he knew he was sick, and it was a cruise in Mexican waters, and so I was working on getting the
724 Mexican clearance for them, and he came by to make sure that Carl[SP?], his research specialist,
725 would be named chief scientist, so that if something happened at the last minute that Holger
726 couldn't go, at least all the paperwork would be in Carl's[SP?] name. And I talked to him on the
727 phone after that, and he was all excited because he said, now that he was sick, and he was almost
728 bedridden by then, he said he had so much wonderful time he was reading Goethe in the
729 German. He said he'd never read it in German, and he was at last having time to do that. And I
730 thought, "Ohmigod. This is quite a thing." And someone mentioned at his funeral that one of

731 the things he was really excited about; he said, “Now I’m going to see what it’s like.” He said,
732 “I’m going someplace where I’ve never been before.” He meant, you know, across the mortality
733 line. And was all excited about that, that he was going to be able to see if what Goethe had
734 written about--I assume--or you know basically see what was on the other side. And I thought
735 that was really a wonderful outlook. I mean, I wouldn’t have that ability to do that.

736 TAYLOR: The last time I saw him I was talking with Jack Donnelly in front of Redfield, and
737 Holger came up the steps and they recognized each other immediately, and he was telling Jack
738 that he was going on his cruise. And then what really struck me was that he said, “But didn’t we
739 discover a lot?”

740 MARTINEAU: That’s true. [They laugh.] Yes.

741 TAYLOR: But I thought that was a really nice moment. Were you there when the famous
742 baloney sandwiches came back?

743 MARTINEAU: No, that was before my time.

744 TAYLOR: That was before your time, OK.

745 MARTINEAU: I’m sorry. [Laughs.] Jack was, though.

746 TAYLOR: [Laughs.] Now, was Fye still director while you were in the Biology Department, or
747 had the switch been made?

748 MARTINEAU: Fye was director until John Steele was named. He stepped down while I was in
749 the Biology Department, because it was Steele that asked George to go down and take over
750 actually Facilities and Marine Operations. So George and I moved to the Village, to 38 Water
751 Street in the Fall of 1981, which really put us into the Facilities and Marine Operations side. I
752 mean, George--he didn’t know anything more about facilities than the average scientist in this
753 building was, mainly that he didn’t have enough space, and that it wasn’t air conditioned. And
754 ships: George had been to sea for quite a few years and had made *Alvin* dives and other things,
755 but he hadn’t done any seagoing research in quite a few years except for one cruise in the Persian
756 Gulf. So the people down on the dock saw him, I think, as an emissary from the Director and not
757 really someone that was going to be a help to them. [Laughs.]

758 TAYLOR: That’s not a good way to start.

759 MARTINEAU: Well, there were a lot of politics about that move that made it difficult.

760 TAYLOR: Was this move nervousing to you, that you were going to be now learning a whole
761 new . . . ?

762 MARTINEAU: Well, the ships and ship funding, certainly, and facilities were all new to me in
763 the sense that I didn't know I mean, I was just like everybody else around here, I just
764 thought the ships were there, and the Institution paid for them, and you went It's not quite
765 that way. In fact, it's certainly not that way at all. George knew different. I mean, he knew
766 about ship funding and where it had come from, and Bob Dinsmore was the head of ships in
767 those days, and actually George was replacing him to some extent, anyway. Certainly everybody
768 saw that as a replacement for Bob.

769 TAYLOR: Was Bob leaving, or was he taking over UNOLS in that period?

770 MARTINEAU: No, it was actually after his UNOLS stint. I'm not quite sure on the time frame
771 for Bob, but he had been in the UNOLS office. The UNOLS office had been in the Clark
772 Building on the first floor, and then Bob had been After his time frame was over, he had
773 moved up and was head of Facilities and Marine Operations. At that stage I think his title
774 probably was Department Chairman of Facilities and Marine Operations, buildings and grounds
775 and ships. Because Tom Stetson had come into the UNOLS office after Bob, so Bob was close
776 enough to be a help to Tom if he needed it in the way of advice and things, but he had a different
777 job at that stage.

778 TAYLOR: Actually, that was a period in WHOI history that was really making some huge
779 changes. I mean, Fye had put the Institution on a really--I guess for lack of a better term--
780 administratively sound base.

781 MARTINEAU: Right.

782 TAYLOR: Then UNOLS came in, and that started to allow the Institution to be much more of a
783 worldwide rather than local.

784 MARTINEAU: UNOLS structure is primarily a ship-scheduling mechanism. That's what it was
785 created for. UNOLS is an umbrella organization. It's a consortium, really, and its primary
786 purpose is to schedule ships. Eventually, the *Alvin* program has come under it only cursorily,
787 because *Alvin*'s unique, and so the scheduling of it is unique--I mean, is handled only [??]. But,
788 in a NSF set up UNOLS in cooperation with the other funding agencies, but NSF was the driving
789 factor, as a mechanism for ship efficiency.

790 TAYLOR: I was going to say, it certainly made the field a lot more efficient.

791 MARTINEAU: [Laughs.] Well, there were all kinds of things going on. I mean, wires. When
792 each institution ran its own ships, then a scientist from that institution could go out on that ship,

793 but if they went to use a ship in the Pacific, there might not be one they could use. They had to
794 wait till their ship got to the Pacific. And so NSF said, “This is crazy. Scripps is running ships
795 in the Pacific. Why don’t we send Joe Scientist over to use that ship?” But when he got there
796 the wire was different. And so NSF said, “Well, let’s standardize the wires.” And that was
797 really the thrust for UNOLS, as I understand it.

798 TAYLOR: Well, if you look at the research that was done at our institution during those years,
799 an awful lot of it was Gulf of Maine, . . .

800 MARTINEAU: Um-hum.

801 TAYLOR: . . . and maybe down as far as the tongue of the ocean, some over in Bermuda.

802 MARTINEAU: Um-hum. You can see the ship tracks, the lines from Woods Hole to Bermuda
803 is about this wide [gestures?] [They laugh.] and no place else. [Laughs.] It’s not some place else.

804 TAYLOR: But then, after UNOLS really started to kick in, all of a sudden you started to see
805 worldwide operations, and of course *Alvin* became a national facility, then, and upped its usage.

806 MARTINEAU: Well, it works with kids too. When you raise them, they explore their backyard,
807 and then as they get bigger and older they go outside. [Laughs.]

808 TAYLOR: See, Roger Revelle would have said that the Pacific was Scripps’s pond, and the
809 Atlantic was Woods Holes’s pond. But UNOLS in many ways changed that, I think.

810 MARTINEAU: Yeah, yeah.

811 TAYLOR: You mentioned Bob Dinsmore. All right, you come down into a new area. You’ve
812 been in Biology for six-seven years, and now you not only have to change location, you have to
813 work with a whole new fleet of people.

814 MARTINEAU: Yeah, well, Bob moved to Water Street. Carol Merson, who was his secretary
815 at the time--or administrative assistant under the current jargon--also moved. And they were
816 invaluable. The two of them had held together the Facilities and Marine Operations for awhile.
817 Carole eventually moved up to become secretary for Gary Walker, who was the associate
818 director for finance, because she really preferred working for one person, and the three-ring
819 circus we all brought to [laughingly] Water Street was a little more than what she really wanted
820 to do. We had George and myself, Carole and Bob. Eventually Jack Donnelly moved over
821 there, and at one time we had a part-time staff assistant named Judy White, who was in the
822 building. Initially George was head of Facilities and Marine Operations, and so buildings,

823 grounds, the Services Department--that is, moving furniture--the Buttery, Graphics, and all the
824 ships and submersible stuff.

825 TAYLOR: Well, I take it then that his science is now ended.

826 MARTINEAU: That's when he cleaned out his lab, gave all of his reprints away, distributed his
827 microscopes, and locked the door down there, is when he went down to Water Street, and so I
828 knew that that He said, "I can't be an associate director and still do science." And so he
829 basically cut it off at that stage. He eventually left the Institution in 1991 and then went to
830 become--I'm not sure of the title--associate director of whatever down at the National Fisheries
831 Service, and when he died he was with the IOC in Paris. He was really a large science
832 coordinator. He had turned into that and apparently was good at it, because people all over the
833 world knew him.

834 TAYLOR: Well, that was another change you saw, then, wasn't it? Going from a lot of small
835 scientists to the big science.

836 MARTINEAU: Big science.

837 TAYLOR: Yeah.

838 MARTINEAU: Interdisciplinary, inter-institutional science, and with larger and more expensive
839 facilities, I mean, it's the way it's gone. It has to, just for the economy of scale, 'cause you can't
840 duplicate the *Atlantis II* or the *Atlantis* and *Alvin* two, three or four times. It's just not affordable.

841 TAYLOR: Well, in your early days, when you first came to the Institution, or at least in the
842 Biology Department, that was around the time Project FAMOUS was cleaning up its . . . ?

843 MARTINEAU: Yes, yeah, yeah. And the physical oceanographers had a lot of big projects
844 going: FAMOUS, and it escapes me. [Laughs.] And George had, before he had taken a leave
845 from the Institution, and then, with IDOE, which is that International Decade of Ocean
846 Exploration that NSF had run in the late '60s, and I think that the fact that he'd even thought in
847 that direction . . . Anyway, so there were some interesting growth possibilities [laughs] down in
848 Facilities and Marine Operations. I used to wander around behind him carrying a clipboard, you
849 know. We'd go over and look at the Bell House and see what needed to be done, and we'd look
850 at the Fenno House, and go here and go there, go up to Biospecs, which is the Biological
851 Specimen storage building, and he'd say, "Tell those guys to get all this out of here!" [Laughs.]
852 OK.

853 TAYLOR: Now what, specifically, by this point in your career; what specifically had your job
854 become? What did you do?

855 MARTINEAU: When I went down to Water Street, this was in 1981. Bob Dinsmore was in the
856 process of convincing the funding agencies that the *Atlantis II* needed a mid-life refit. So we got
857 involved in that. In addition, the Clark Lab extension, the addition on the McLean Building,
858 Coastal Research Center, and eventually its second story. The Fye Lab, the move of the
859 Directorate over to the Fenno Building--actually, the move into the BATTERY from this building
860 over to the Fenno Building initially. The acquisition of the Bell House and the expansion of that--
861 -those were all facilities that were added after George moved to Water Street in the '80s. A large
862 outlay of capital expenditures was for facilities. We also put the *Atlantis II* into midlife refit, and
863 half way through that the funding for the ships was--as usual The funding for ships is very
864 cyclic; it goes up and down, usually down. [They laugh.] Bob saw that the Institution was
865 probably on the verge of losing a ship, and so he decided that what ought to be done was that the
866 *Atlantis II* should become the mother ship for *Alvin*, and I discovered this by going into the office
867 one Saturday morning--we worked a lot on Saturdays in those days--and we had just acquired a
868 shrinking Xerox machine, that is, a machine that shrank things. And there he was, at the
869 reducing Xerox machine, reducing *Alvin* to the same scale as his plan for the *Atlantis II*, and he
870 said, "There! It'll fit perfect! What do you think?" [Laughingly] I said, "[?]" So, we were
871 involved in the conversion of the *Atlantis II* to *Alvin*. That went on till 1983. I was the
872 bookkeeper down there in addition to that, all the facilities stuff going on. [Laughs.] [?]

873 TAYLOR: No, no, no. I don't think you're giving me a complete story. I know your job could
874 probably have a written job description. But I think . . .

875 MARTINEAU: "Other duties as assigned." [Laughs.]

876 TAYLOR: . . . it was more than that. OK. Because, as I say, in many ways, you defined that
877 particular role, and that's not just a job description. I mean, in some instances, was it almost a
878 case of the Director would sign what you had done, and that was it, or . . . ?

879 MARTINEAU: Well, in the Biology Department, the job consisted of a little bit of everything.
880 As I said, it was certainly budgetary and proposal preparation in the financial end of it. I mean,
881 obviously the scientists write proposals to propose what they want to do, but it's your job to
882 make sure that it's all together, it's got all the forms, it's in the right format. Secretaries do
883 yeoman's work doing those kinds of things, and a good "staff assistant" or "secretary"--I think of

884 them as interchangeable words--did the bulk of the work, and the budget and fiscal end of it was
885 always in the executive assistant area, to make sure that there was enough money in there, and it
886 was properly requested. And when we went to Water Street, I pretty well operated similar down
887 there, except that it wasn't a defined structure. It was an associate director's office, which is a
888 different level than a department chair's office, so the Marine Operations people didn't think like
889 that. It seemed to me that they didn't think that way at all. They weren't scientists. They were
890 used to getting an engine part and getting it going, and Bob and Carole had done all of that work,
891 looking out for the funding and where it was coming from and how it was going to go, and
892 requesting it, writing the proposals, and doing that. And so we just kind of moved in next to
893 them and learned it. There wasn't as much personnel work, because there was a personnel
894 person who dealt with the marine personnel. 'Course at the time there was the marine
895 superintendent, but they eventually got a person who was half personnel person and half marine
896 operations person. And the job, from 1981 to when I left in 2000, changed a lot over the years.
897 The first thing that happened is computers came in. And you talk like [snapping sound], you
898 know, that's a snap, but you remember computer [laughingly] growth, and when you started out
899 with the old PETs and [Laughs.]

900 TAYLOR: I'm still totally confused.

901 MARTINEAU: And what you have on your desk now or in your palm pilot is bigger than the
902 360 my husband did his thesis on. It's awesome. And how you learn that, and how you put it to
903 work for you. We take all that for granted, but it was a lot of trauma. [Laughs.]

904 TAYLOR: It's just a guess on my part, but I would bet you spent a percentage of your day
905 trying to make the computer work the way it was supposed to.

906 MARTINEAU: Well, if I was good, I'd let somebody else do that, and just come in and say,
907 "Tell me which keys to push, and I'll" But it wasn't quite that way. It was a little bit of
908 both. So the facilities end Well, things really, from my point of view, broke down into two
909 or three segments. I went to Water Street in 1981 with George, late '81, and we got immediately
910 involved in the *Atlantis II* conversion and then the refit. When the *Atlantis* had been converted
911 from steam engine to diesel in '79, they had run out of money, and there were some very difficult
912 reckoning. [Laughs.] And we were bound and determined that that wasn't going to happen with
913 the conversion. And it didn't. We didn't run out of money. But we did a lot of dancing and a
914 lot of begging and a lot of cajoling, and Bob worked very hard to make sure that it came off

915 correctly, and George worked very hard. In the meantime he was learning the ropes of what was
916 involved in that, and I was trying to keep the finances straight. The building's construction came
917 up. There was a new facilities manager hired, because Jim Mitchell, who was facilities manager
918 at the time, was making retirement noises, and George wanted to have a guy onboard that
919 And he hired Bill McKeown[SP?]. And the *Atlantis II* conversion was going along, and in 1984
920 my husband took a job with the Navy in Newport, because the people up at Paypaws[SP?] were
921 going contract, and he didn't want to work for a civilian contractor at that time. He was looking
922 ahead to retirement, and could see that he didn't have a retirement pension at all from any place.
923 He'd taught for eight years, and he worked here for four years, and he'd been someplace else for
924 four years, but there was nothing building, and he wanted to stay with the government. So I gave
925 my notice to the Institution in October of '84, and we moved back to Newport. I was there three
926 days. By that time Jack Donnelly was manager of Marine Operations, and Jack had a heart
927 attack, and George called me up and said, "Where are you? I need you!" [Laughs.] Well,
928 there's one thing that gets me going, and it's "I need you!" [Laughs.] Back I come. [Laughs.]
929 You could order me to do something, and I'll sit tight, but tell me that you need it, and I'll go do
930 it, no matter what, and maybe that's the reputation I have, I don't know. So, we had a fight with
931 our landlord in our winter rental in Newport. You couldn't sell a house in 1984 for love nor
932 money on Cape Cod. I mean, the market was [tapping sound] fft! Zilch [tapping sound]. So we
933 came back to Falmouth, and I was put on vacation for three days--the three days I was gone.

934 TAYLOR: The first retirement.

935 MARTINEAU: My first retirement, yeah.

936 TAYLOR: John Steele was director by this time, . . .

937 MARTINEAU: That's right.

938 TAYLOR: . . . and Bob Dinsmore told me that he never believed all those stories about
939 Scotchmen and money.

940 MARTINEAU: [Laughs.]

941 TAYLOR: Until he met John Steele. [Laughs.]

942 MARTINEAU: Well, John never built anything unless he had the money. [Laughs.]

943 TAYLOR: Was that any kind of problem for you folks to work around that?

944 MARTINEAU: No, for me it's easy. You don't have to go looking for money if you know
945 you've got it. [Laughs.] But it did come into a problem when we had the *Knorr*. I think we

946 started the *Knorr* project in 1986, that is, stretching the *Knorr*--cutting it in half and stretching it.
947 We all believed we had the money, but change orders caught up to us, and problems caught up to
948 us, and it didn't quite work out that way, and the funding agencies--while they backed the project
949 once it got going--they're not bottomless either.

950 TAYLOR: Now, would your boss bounce ideas off of you at all?

951 MARTINEAU: Yeah. Things were different when we went down to Water Street, and I worked
952 for George directly. Actually, I didn't.. When Jack Donnelly came in as Marine Operations, I
953 was put under Jack, and Jack's a nice guy. I didn't have the same relationship with him, but that
954 was all right. We were all in the same office, and we worked collaboratively. We'd all sit down
955 and talk about a problem if we had a big one. And we had some good arguments some days.

956 But that was all right. I had had good training with [laughingly] [??]. [Laughs.]

957 TAYLOR: To me one of the things that was one of the real pluses of the Oceanographic was
958 people like Jack Donnelly who were basically very nice people so that you could sit down and
959 work in a real . . .

960 MARTINEAU: Yeah.

961 TAYLOR: . . . good climate.

962 MARTINEAU: Jack was a nice person. He really was. He was so nice that Carole was telling
963 me about Jack's heart attack. He was at work, and she had the outer office, and Jack had the
964 inner office, and she observed that it seemed to be very quiet in the inner office. I mean, Jack
965 was not a loud person anyway. He was soft spoken, and she said, "Jack?" "Umh." "You all
966 right?" "Um, the ambulance'll be here in a minute." She said, "What?" She went in and he was
967 laying on the floor, and he didn't feel good and kind of had a perception of what was going on,
968 so he called the ambulance rather than bother Carole, who was busy doing something in the
969 [laughingly] other room. [Laughs.]

970 TAYLOR: That's so typical of Jack Donnelly. When the word "unflappable" was coined, I
971 think they had Jack in mind. I asked him when he got stuck in the *Alvin*.

972 MARTINEAU: In the crack? [Laughs.]

973 TAYLOR: I said, weren't you nervous? He said, "No, I figured someone would come and get . .
974 . ." [Laughs.] I said, "What, 8,000 feet down?"

975 MARTINEAU: As a result, he was a little frustrating to work with some days, because you
976 I'm kind of an animated person, and when you worked with George, I mean he was Talk

977 about chain-pullers. [Laughingly] you could pull his chain. But Jack, you'd say, "Make a
978 decision." "Hum, well it probably is a good idea." But he was a great guy. He was a great guy.
979 TAYLOR: You may never have heard this. Jack told me that he had wanted to go to the nuclear
980 navy at one point, so he had to have an interview with Rickover.
981 MARTINEAU: Oh, jish!
982 TAYLOR: And he said he was all set for it, and he said he walked in, and Rickover said, "What
983 magazines have you read recently?"
984 MARTINEAU: Oh, dear.
985 TAYLOR: He said, "So I told him." And he said, "What books have you read recently?" He
986 said, "Well, as a submarine officer I don't have an awful lot of time to read." He said, "Rickover
987 said to me, 'You're nothing but a jumped-up seaman. Get out of here.'"
988 MARTINEAU: [Laughs.]
989 TAYLOR: He said, "My son now commands the *Hyman G. Rickover*, and I get deeper than all
990 of them."
991 MARTINEAU: I believe that that's probably true. [Laughs.]
992 TAYLOR: Was it during this period that Ballard found the *Titanic*?
993 MARTINEAU: That's a test. Well, yes. The *Knorr* found the *Titanic*. When did they find the
994 *Titanic*? You know the date better than I do. [They laugh.]
995 TAYLOR: You remember the
996 MARTINEAU: It was before refit. It was before the refit.
997 TAYLOR: But you remember the occurrence. You were in Marine Ops at that particular time?
998 MARTINEAU: Yup, yup. Along with a lot of people.
999 TAYLOR: Tell me about it. What was it like here? First of all, how did the news come
1000 through? Start from that point?
1001 MARTINEAU: All I really First of all, a lot of us didn't deal I didn't deal with
1002 Ballard on a day-to-day basis. He was going out there, and he was very concerned about
1003 security, so that reason is one of the things why we put an InMarSat on the ship to be able
1004 The acronym stands for "International Marine Satellite," where you basically could pick up the
1005 phone and call home. It was satellite communications. As you know, the communication with
1006 the ship in those days had been twice daily, single side band. I mean, talk about a party line.
1007 Everybody knew what was going on. And Ballard didn't want everyone to know what was

1008 going on. He wanted to be able to talk to people on shore without the whole world hearing, so
1009 we put an InMarSat on the *Knorr* where you could make a telephone conversation on board the
1010 ship with back and forth. It's secure. It's secure as any telephone line, unless someone
1011 intercepts the satellite communication. I suppose that's possible, but I didn't know anybody who
1012 had ever done it. Most of the flap landed up over in Shelley's office because she handled the PR
1013 for it.

1014 TAYLOR: How did they let you at the Institution know that the *Titanic* had been found.

1015 MARTINEAU: I don't really know. [Laughs.] I think the conversation was going on pretty
1016 well between Ballard and the Director at that stage, and the Director would come down to the
1017 Port Office and talk to Ballard on the phone. In theory Ballard could have called in in his office
1018 on the telephone, but it was being handled between George Grice and John Steele as the director,
1019 at that stage.

1020 TAYLOR: And then, once it had been found, was it just kind of word of mouth around the
1021 different offices?

1022 MARTINEAU: Oh, yeah. Yeah. Well, I think they probably put out a press release at that
1023 stage.

1024 TAYLOR: Was it exciting?

1025 MARTINEAU: Yeah, oh, yeah. I never saw so many people in Woods Hole. I mean, you've
1026 seen the pictures. It was wall-to-wall. And people out on the Fisheries dock, and satellite
1027 antennas, probably I wasn't here during the John Kennedy plane flap, but probably there
1028 were no more satellite antennas then than there were when the *Knorr* came in. I remember Brad
1029 Mooney[SP?], who was still wearing his Navy uniform then, going up the gangway and shaking
1030 Ballard's hand. I mean, we had to make way for the Navy brass. It was fun. It was fun.

1031 [Laughs.]

1032 TAYLOR: Yeah, I can imagine that

1033 MARTINEAU: I tried to stay away from the Ballard confusions if I could, and that is a si

1034 [END OF SIDE 2]