

ROY STEINHEIMER

May 9, 1996

Mame Warren,
interviewer

Warren: This is Mame Warren. Today is the ninth of May 1996. I'm in Lexington, Virginia, at Washington and Lee Law School with former Dean Roy Steinheimer.

You came to Washington and Lee when the law school was still at Tucker Hall. Did you know when you came that so many big changes were going to happen?

Steinheimer: Well, I had been at the University of Michigan Law School, which was a pretty prestigious school, and I came to Washington and Lee principally because I saw a great potential for development of the law school, and I thought it would be exciting to try and help steer that development.

Warren: Tell me more about that. Tell me what vision you had.

Steinheimer: Well, I believed that most state university law schools had become far too large and impersonal, and I thought that if you had a private university with a law school, that there was more chance to control the problems of size and the development of the school.

Now, frankly, when I came to Washington and Lee, I thought the law school was too small. It was too small to support the kind of library you should have, the size faculty you should have, so I told President Huntley before I took the job that I thought the law school should, on long-range plan, grow in size, but I also said it

should be a very carefully controlled growth and that to my mind, certainly the last thing that we should do would be to become too large.

In discussing it with him over a period of time, we decided that a student body of about 350 students would be the ideal size for a law school so that you could have proper library facilities, proper faculty facilities, and at the same time have the personal touch in professional education which I think is so important to the development of professional people.

Warren: So describe what Washington and Lee Law School was like when you arrived.

Steinheimer: Well, it was a very small, friendly place. The students were interested and had decent potential as professionals. The faculty was small, but they were extremely devoted to the school and anxious to make a contribution to the school, and I was very fortunate that we did have that nucleus of a small group on the faculty who were dedicated to the development of the law school.

Warren: Who were some of those people?

Steinheimer: Well, the former dean of the law school was Charles Light, who had stayed on after he retired as dean, who was an excellent teacher. Charles Laughlin was one of the excellent older members of the faculty. And then there were a number of younger faculty who have proved, over the years, to be extremely helpful in the development of the school such as Andy McThenia, Lash LaRue, and Roger Groot, and so forth.

Warren: These were people who were all there in Tucker Hall?

Steinheimer: Roger was not there. I brought him in very shortly after I came down here, but the others were professors there at the law school.

Warren: So the law school was a very different place just as a facility at that time. Tell me about Tucker Hall.

Steinheimer: Well, Tucker Hall is a beautiful building. It was certainly adequate to the needs of a school that was less than two hundred in size, but it certainly wasn't capable of taking care of more than that number.

Warren: What was President Huntley's reaction when you talked about enlarging the school? He had been the dean of the law school, so he knew the law school intimately.

Steinheimer: He had no difficulty with that all at. He, I think, could see, as I did, that there was this need to grow in size and that, of course, created the problem if we grew in size, where would we be, because Tucker Hall wasn't big enough to handle a law school that was going to be 350 in size with more faculty, more library facility, and so forth. So very early on, President Huntley and I saw that we certainly needed to do something about finding a way to have new facilities.

I must say that I think the greatest thing that ever happened to our law school was the fact that Sydney and Frances Lewis decided to help us out significantly by making a magnificent gift to us that made this new building that we have now all possible, plus some extra money to establish our Law Center, which I think is an important facet of our operation. So getting a new law building was key to our developing.

Warren: Take me back to that time. How did that happen? What was the story?

Steinheimer: Well, President Huntley was, of course, the leader in development matters and seeking funds for the University, and I was simply supportive of what he had in mind in that regard. He could better tell you than I how the first contacts came about with the Lewises, but my recollection is that the Lewises had indicated to President Huntley that they had an interest in doing something of some significance to support the University. At that time they weren't necessarily thinking in terms of the law school, but some kind of gift which would help the University. And that

gradually worked around to a situation, and I'm sure President Huntley guided them in this direction, to the needs of our having new facilities of the law school.

At that point I became somewhat active in the matter, because, of course, if there was going to be a gift to the law school, the Lewises had to know something about the plans for the law school and who was involved in the law school, and at that point I first became acquainted with the Lewises and had a number of visits with them about our plans and aspirations for the law school. We developed a mutual feeling of interest and confidence in one another, and it simply finally led to their announcing to Bob and to me, at one of our meetings, that they were prepared to give us a gift of nine million dollars, which at that time was a pretty substantial gift.

Warren: It still is.

Steinheimer: Right.

Warren: So what year are we talking about here?

Steinheimer: I think you'll have to go back to the records on that. I must say that years slide a little in my mind as to timing. It was very early seventies.

Warren: So had you already had the nucleus of the idea of what kind of building and what kind of facility you wanted?

Steinheimer: No. No.

Warren: Which was the chicken and which was the egg?

Steinheimer: All that we knew was that we needed a larger facility, and the exact kind of facility it would be, the Lewises, President Huntley, and myself didn't get into details of the physical nature of that new facility. It was only after they had made the decision to give this magnificent support to the law school that we then began to get into the nitty gritty of what the facility should look like and how it should be designed and so forth.

I remember that I flew the architects who were brought in to help design the building to a number of different law schools in the eastern part of the United States so that they could see their buildings, buildings that I thought were good buildings.

Warren: Like where?

Steinheimer: Well, they went to Columbia. They went to the University of North Carolina. There were several others, but I don't remember exactly where else. But I think they made about four trips to different law schools, so they could see the different ways in which law schools were designed and so they could get some feeling the way law schools should function.

After we made those exploratory trips and had a good many discussions, gradually our ideas as to how this building should be design evolved, and I think we ended up with a magnificent new facility.

Warren: Who picked the site?

Steinheimer: That was done by President Huntley and the Board of Trustees in their overall planning of the development of the campus. I had nothing to do with that.

Warren: What was the reaction within in the law school when everybody realized that you were coming over to this side and leaving the front campus?

Steinheimer: I don't think the law students were concerned.

Warren: How about the faculty?

Steinheimer: Not the faculty. I don't think that was a matter of great concern to them, because they had seen the plans for the wonderful facility we would have, and that was exciting enough to make both the students and the faculty quite excited about the change.

Warren: So I understand from Sally that you flew all over the place to study different aspects of schools. What kinds of things were you looking for? What makes a law school building work?

Steinheimer: Well, it's a little hard to nail it down, I suppose, but I think one of the things you need to have is a feeling of community that will develop in your law school facility, which means that you've got to try to design the building in a way that people feel at home and comfortable in the facility. I don't like a lot of marble halls and cold appearance that you find in some buildings. As you can see, we certainly didn't end up with that sort of thing in this facility. I think it feels comfortable, inviting, and warm to the senses.

Also, I have a strong feeling that law students spend so much of their time in three years of law school within the law school building and working within the law school building, that you've got to try and do something to make them feel comfortable with their quarters. And I think our idea of having individual carrels for each student, it was something new, it had not been done as widely as we did it here, and I think it is something that has created a feeling of community among the students that we wouldn't have gotten if we hadn't had that facet of our building.

Obviously you've got to have good library facilities, and we certainly do have magnificent library facilities, and you've got to have comfortable classroom facilities, and we certainly have that. You also have to have adequate space and inviting space for student activities of various kinds, and we had to plan that into the building, too, so that the students would have their own space, so to speak, that they could call their own for their activities.

Warren: Sally gave me the impression that you were involved in decisions down to the furniture.

Steinheimer: Yes, I was. We had to save money wherever we could, and so one way we were able to save a substantial amount of money was through one of our law alumni who was also on the board of trustees, who had connections in the furniture industry, to get an arrangement for a very good break on the cost of our

furniture. So I worked very closely with them as to the furniture that you see in the building.

Warren: So what was that transitional period like when the building was under construction and yet you still had a law school to keep going over at Tucker Hall? Was that a really busy time for you?

Steinheimer: Yes, it was busy, but I didn't find it all that traumatic. The law school was operating effectively and efficiently with good staff, and the students were cooperative and helpful in the operations in the law school in Tucker Hall, and faculty were, so that I was not overwhelmed with unusual problems in the day-to-day operations of the law school. So I had time to devote to the planning of the next building along with the running the day-to-day operations of the law school.

Once the architects had finalized the plans to meet our requirements and you get your bid from the contractors and turn it over to the contractors, then from that point on, it's kind of in the hands of God, shall we say, as to whether or not everything is going to turn out all right. You simply keep a general eye on the way things are developing and you rely heavily on your architects to be sure that they're riding herd and policing the contractor to see that everything is done properly, under the terms of the contract.

Warren: And were you happy with that experience? Did they do that for you?

Steinheimer: Well, we had one hitch. The contractor that we originally brought in ran into some financial difficulty shortly after he got started on the building, and that was a little traumatic.

Warren: What happened?

Steinheimer: But we were able to pull that out and save the thing. But it was just one of those things.

Warren: Well, that must have been a huge project for somebody to be having problems as soon as it started.

Steinheimer: Well, suffice it to say that President Huntley was very capable of riding herd on that, which was his responsibility, really, because, after all, the board of trustees made the decision as to who the contractor would be and so forth, and so when there were difficulties in that regard, it was really a matter for the board of trustees and the president to work out, rather than it devolving on my shoulders.

Warren: So the board selected the contractor?

Steinheimer: Yes.

Warren: Who selected the architect?

Steinheimer: The board.

Warren: I didn't realize it was done at that level.

Steinheimer: They certainly approved it. I think President Huntley probably was the triggering mechanism for selection, but it was all done and board-approved.

Warren: So take me to the actual move of Tucker Hall. I understand that Charles Laughlin gave a eulogy for Tucker Hall.

Steinheimer: Well, yes, there was a ceremony. I'm a little hazy on the details on it, but there was a nice ceremony and, as I remember, it was kind of a candle-lit ceremony in which Charlie Laughlin delivered the main, if you want to call it a eulogy--I don't know whether that's exactly what it should be called--but delivered the main comments about the significance that Tucker Hall had had for the law students, and it had had a great deal of significance, too. Certainly I'm sure that many of the older alumni who had come out of Tucker Hall viewed that old building there, a beautiful old building, as being the real home for them and not this new modern thing we had created in its place.

Warren: But for you, this is the law school?

Steinheimer: Exactly.

Warren: So take me into this building. I understand there was a fabulous party at its opening.

Steinheimer: Oh, yes. When we finally got the building built and shortly after we had moved into the building, we had the usual dedication ceremony that usually occurs in connection with a new significant building addition on the campus. It was truly a wonderful affair.

One of the interesting things that was involved was that Justice Harman, who was on the Virginia Supreme Court at the time, had said that he would like to help to contribute to the ceremony by having something that was reminiscent of the dedication ceremonies that had occurred in connection with the original Tucker Hall. And so the story is, at that dedication ceremony for Tucker Hall on the main campus, that "Jockey John" Robinson, he was called, "Jockey John" Robinson, had arrived in a buggy at the dedication with a barrel of whiskey in the back of the buggy, and that he then tapped the keg and everyone at the--and this was all very impromptu, apparently--he tapped the keg and everyone was very pleased with his contribution and it had apparently added a great deal to the spirits of the people who were participating in the original dedication of Tucker Hall Law School site.

So Justice Harman suggested that he would be willing to contribute a quantity of whiskey, in barrels, which could be used for the dedication of Tucker Hall. He visited with President Huntley and myself about it and it was finally worked out that we would indeed have barrels of whiskey at the dedication, in the tradition of "Jockey John" Robinson. Since they had used tin cups in those days to drink "Jockey John's" whiskey, it was only appropriate that we have tin cups to drink the whiskey at Lewis Hall dedication.

So at great trouble and certainly some expense, Justice Harman not only supplied the whiskey, but he also supplied all of the tin cups that were used to serve the whiskey. I must say that everyone was discreet in their consumption, but it added a little fill-up to the occasion. As a matter of fact, you can see the cups that we have.

Warren: I noticed them when I first came in.

Steinheimer: Those were handed out to each person who was present at the dedication.

Another little interesting part of that episode is that poor Justice Harman ran into a considerable amount of problem with the liquor-control people about his being able to take the whiskey, which I think had to arrive in bottles in this country from Scotland. Justice Harman had gone over to Scotland and had purchased the whiskey, and I guess it had to be bottled to be brought into the country, and then I guess it was, with some difficulty, that Justice Harman was finally able to get the liquor-control people to permit him to take the whiskey, which was in the bottles, and pour it back into kegs so that we could have it properly served as it had been served back in the old days back at the Tucker Hall dedication.

Warren: When I first moved to Lexington, those tin cups were everywhere and everyone was talking about that party. I was sorry to have missed it.

Steinheimer: It was a great affair.

Warren: Did everyone come over from Tucker Hall?

Steinheimer: In what sense?

Warren: I heard that Mrs. McDowell refused to come.

Steinheimer: Well, Mrs. McDowell, I don't know that--I wouldn't want to put it that way. Mrs. McDowell had reached her retirement age while we were still in Tucker Hall, and since she was such a devoted person to the law school and had served so valiantly in the law school, that when it came time for her to retire, at retirement age, I suggested that we would be happy to have her continue on a kind of a part-time arrangement with us in Tucker Hall, and she did do that and continued in that arrangement.

Then by the time we were ready to move into Lewis Hall, of course she was invited to accompany us, but she rightly, I think, felt that with her stage in life and

the changes that would be involved in moving to a new facility, that she would just as soon really fully retire at that point, rather than continue on a part-time basis.

Warren: So this wasn't some moral stance she took?

Steinheimer: She may have indicated to others that was the case, but not to me, she didn't.

Warren: What position, exactly, did she have?

Steinheimer: She was the secretary to the dean, the dean's secretary. Of course, in those earlier times, the law school was small enough that pretty much everything was funneled through the dean's office. And, of course, she, as the secretary to the dean, and being a very capable person, took on a great many of the day-to-day administrative tasks that flowed through the dean's office.

Warren: So she was your secretary, but she preceded you?

Steinheimer: Yes. She had been the secretary for several deans before I came here. She had been the secretary for Charles Light, and the brief time that President Huntley was dean, she was his secretary. When I came here, she was such a capable and able person and had so much understanding of the operations of the law school that I was delighted to have her continue when I first came here, and she did continue until, as I say, she reached retirement age. Then I had the difficult task of replacing her.

Warren: Who did take her place?

Steinheimer: Well, it wasn't an easy matter, and there were several persons over the period of several years that I brought in to try the job and found not satisfactory. So I went through several people in a matter of two to three years who didn't work out as a replacement for Mrs. McDowell, and finally, after I got here to the law school in Lewis Hall, I brought Darlene--it was probably about the time we moved into Lewis Hall that Darlene Moore had been assisting on the secretarial staff in Tucker Hall, and I was very impressed with her capabilities, so when we moved

over here, I asked Darlene if she would act as my secretary. We moved in here, and, of course, did an excellent job for me.

Then I needed someone to head up the whole secretarial operation here in Lewis Hall and, of course, she was so capable, I decided I would give her up as my secretary and put her in as the head of the whole secretarial staff, serving the faculty in the law school and the students who meet in the law school. I then brought in Win Johenning as a replacement for Darlene Moore, and Ms. Johenning served magnificently as my secretary until I finally retired.

Warren: How do you spell her name?

Steinheimer: J-O-H-E-N-N-I-N-G.

Warren: There are so many people who keep a place like this going who don't ever get celebrated, that I think it's important to find out about those people.

Steinheimer: Yes, yes.

Warren: Are there other people here who I might not necessarily know about, but who were really important in keeping the place going?

Steinheimer: I don't know whether you knew Darlene Moore.

Warren: I didn't.

Steinheimer: You should talk to her. She has been a mainstay, staffing-wise, in the law school. And you should talk to Win Johenning, who also was a very fine secretary for a number of years, and my secretary after we moved into Lewis Hall. Placement-wise, we had two people who did an excellent job for us there, during my tenure as dean, but they're both no longer with us and I doubt would be available. I don't think they're in the Lexington area now.

Warren: What do you mean, "placement-wise"?

Steinheimer: Our placement office. We have a very active placement program in which we process all of the job offers and so forth for our students in the law school through the placement office, and as a part of their activities, we bring law office

representatives to the campus and to the law school to meet our students, interview our students and so forth. That's a very active operation and a very important part of our operation, because if we give this good legal education to our students, we want them to be able to go out and use it effectively in a profession, and that means we've got to help them find appropriate opportunities for employment.

Warren: Do all schools do that?

Steinheimer: Oh, yes. All good schools do. Yes, indeed.

Warren: Was that going on before you came here?

Steinheimer: No.

Warren: So that's one of the things you wanted to develop here?

Steinheimer: That's one thing I knew I had to develop, yes, indeed.

Warren: So tell me more about that. Tell me how did that come to be. How did you get that up and running?

Steinheimer: Well, it was a slow process, because the law school was so small when I came here that it was kind of a matter of the students who were in the school being absorbed by the profession here in Virginia pretty much just on a word-of-mouth kind of basis. But as we got more students coming to the school, a larger school, and students from a lot of places other than Virginia, we had to broaden our horizons about where they were going to find employment.

So part of my job as dean was to travel about at bar functions and meetings, and by visiting with my lawyer contacts around the country, to try to whip up some interest in trying out our students, seeing if we could expand the employment horizons of the law school. Now, that's a slow process, but I think we've done a pretty good job of it and our students--now you can get that kind of information and you would be interested in it from our placement office. And you'll find our students are going out quite widely over the country now in their professional [unclear]--

Warren: Do you have any real star situations that you remember, where people you brought in that you were particularly excited about, law firms that you were able to match up with students that you're particularly proud of?

Steinheimer: Not individual instances, but I will simply say that for the most part, our students who have been placed for the first time in law firms across the country have, very fortunately for us, usually performed with some distinction, and that has meant that those employers who tried our product have been interested and anxious to come back and soak up some more of them. It's a gradual process of developing your reputation in that way that your employment pictures expands.

Warren: I need to turn the tape over.

[Begin Tape 1, Side 2]

Steinheimer: This is just off the record, I think really that to get a feel for what has happened in the growth and development of the law school, you should go to Sally, who apparently you've done a lot of working with on this, and she, as the librarian, is excellent, and she will have all of these things at her fingertips for you. But what you should ask her for is the catalogs that were published each year of the law school. I don't know what date this is, but this is the catalog, very recent, the last year or two, was sent out to all undergraduate students who were considering law schools. This is their first contact, in many instances, with what we have to offer, do you see, what we tell them in this catalog. And there is a lot of good information that may be of interest to you in the catalogs which gives you each year the people who are on the faculty and also--well, this one doesn't do it, but earlier catalogs gave the list of all the students who were the students of the school, by year and by source of origin, where they came from, and so forth.

Warren: Was the Law School publishing its own catalog when you arrived?

Steinheimer: Yes, but it wasn't much of a catalog, to be quite honest with you.

Warren: Because this is very impressive.

Steinheimer: It was really a simple affair. But really you ought to get the catalog that was here when I came here in '68, look at the catalog in '68. (You can take that with you.)

Warren: Thank you.

Steinheimer: Look at the catalog that was in use in 1968. You see, Sally will have those things in her file, in the library archives. Tell her to pull the catalogs that were published each year for the first few years and then maybe sample some in the last six or eight years, you see, and it will, I think, tell you better than I ever could the growth and development that took place in our law school, both from the standpoint of the richness and diversity of the student body that developed from the time in 1968, when I came here, until the present day, and will tell you about the growth of the faculty over that period of time, who the faculty were each year, and also will give you a description of the programs that were in the Law School. Over the years, we've developed a lot of new programs and student activities. If you just sit down with those catalogs, you're going to see all of the development that took place, do you see, over those years.

And then if you would also, from the standpoint of the placement thing, which as been very important to us, the fact that we've been able to develop and broaden our placement opportunities for our students as they graduate, start with the fact that we had nothing when I came here in 1968, really, to try to, in a formal way, assist our students in employment.

Then go over to the placement office and talk to placement. Unfortunately for you, the placement director who was here for a number of years has resigned and left to go to Richmond, but she could have given you a good picture of that. I don't know who's in there right now, but go in there and talk to the placement person there and ask them to try to give you an idea, they must have it in their files, as to when the placement operation really first got under way there. This was all under

my aegis, but I can't remember all this, when was the placement office first got in operation and then have them kind of trace for you the development that has taken place there. My goodness, ask about the number of law firms we have come in here year after year. We have dozens and dozens and dozens who come in.

Warren: That's quite a development from nothing to dozens and dozens.

Steinheimer: That's right, yeah.

Warren: You mentioned the richness and diversity of the student body. I understand that you are single-handedly responsible for that, because you used to recruit by individual.

Steinheimer: That's right. When I came to the Law School, I think we had one black student, and, of course, no women, and that was the only black student who'd ever been in the Law School. One of my objectives when I came, and I told President Huntley as much, was that I intended to try and develop the representation of minorities in the student body, and also I told him that I would keep the pressure on him to let the Law School have women in the Law School. So he knew from the time he hired me that those were the conditions on which I was coming into the job, and he was always very cooperative in all of this, and I did do the best I could to expand the minority representation in the law school, and we finally were successful in being permitted to admit women to the Law School.

Warren: Tell me about those programs.

Steinheimer: Well, the program--and also I was anxious to have more variety in the demographics and backgrounds of our students. When I came here, most of them were from Virginia and the majority of them were from VMI and from Washington and Lee. And I knew that if we were going to amount to anything as a law school, we would have to have more demographic diversity than that. So, yes, I worked very hard at trying to expand our contacts with undergraduate schools to interest their students in attending our law school.

Warren: How did you do that?

Steinheimer: And, of course, in that process I also emphasized to undergraduate schools our interests in minorities, you see. That worked out. And, of course, once we were permitted to have women, that fell into place, too, you see, but the process was one of visiting dozens and dozens and dozens of undergraduate schools and telling them about Washington and Lee Law School.

Warren: Did you go to just any school or did you go specifically to see a specific candidate?

Steinheimer: No, I targeted. No, I targeted schools.

Warren: How did you find those people?

Steinheimer: I targeted schools. Then as I targeted schools and visited schools, I talked to students in those schools about our law school, and gradually over a period of time I was able to interest students from a considerable area of the country to give us a try here. So there again, if you look at those catalogs, look at the catalog when I came here, see where students came from, then go through the catalogs from that point on and see what a change there was over the years.

Warren: How did you target schools? What kind of schools did you target to bring in qualified blacks?

Steinheimer: Well, that ain't easy. You can target all-black undergraduate schools to try to interest them in coming here, and I did. I visited any number of all-black undergraduate schools with some degree of regularity to try to interest the students in coming here, and we had some success, gradually, with that. But also you will be able to make contact with minorities by visiting schools that aren't all-black. For instance, there are some good black students at Swarthmore or Princeton or here, there, wherever, and if you can make the contact with the good black student at those schools, you may have a shot of them being interested in your school, you see.

Warren: Was that fairly unusual for the dean to be going out and recruiting on a one-to-one basis like that?

Steinheimer: Well, I'll put it this way, at the time I came here, the top-tier law schools were visiting undergraduate schools to try to build their ties to undergraduate schools and get a flow of students coming to the law schools from those undergraduate schools. At the University of Michigan I had been active in the operations at that school with respect to making meaningful contacts with undergraduate schools for the purpose of stimulating good students to apply to the University of Michigan. Well, I simply carried on with that when I came to Washington and Lee and used a lot of contacts that I had with good undergraduate schools to shift their focus from the University of Michigan to Washington and Lee University and had many people who had a lot of confidence in me in the other undergraduate schools, who were happy to listen to my story.

For example, just to show you what can happen, Bob Goodlatte, do you know who he is?

Warren: A representative?

Steinheimer: Yes. He's a graduate of the law school here. Bob Goodlatte, I interviewed on one of my visits to Boden University, up in Maine, and interested Bob in coming down here to our law school. So Bob Goodlatte came down to our law school here in Virginia and liked it, and you can see what he's done with it. There's other stories I just haven't tried to think of, but that just occurred to me.

Warren: Well, that's a good one. That's a good one. What was your sales pitch?

Steinheimer: Well, obviously there are a number of very prestigious law schools who are competing for good students, who are coming out of undergraduate schools, and you don't go out to undergraduate schools and knock other good law schools. That's the last thing you do. They're all good. They're all fine law schools. What you have to do is talk about what your law school may have to offer that will

not be found perhaps at other law schools, and certainly one of the things I had in mind as we were developing this law school was that too many of the good law schools, the top-notch law schools in this country, had gotten far too large and impersonal.

One of the important things, I thought, to professional education was a personal touch in the educational process, where students knew the professors, where the professors knew their students, where there was some real honest interaction between the students and the professors, because I think that means a lot in developing the professional attitudes that I want to see in young lawyers going out into the field.

So I felt that one of the great assets we would have once we were able to have a fine facility as a locus for it, one of the great things we would have to offer was that we would be a school with a first-rate library, a school with a first-rate faculty, but which was unique in that it was small enough that we could have this feeling of community which can't exist in these great big law schools.

So that was always one of the points I would make with people in the undergraduate schools, that this was something that was different about us. It wasn't for everyone, but there is something that we have to offer that you can't find at other good law schools. So if this appeals to a student, this is where he or she can find it, do you see? I think that's one of the most important distinctions between this school and the other good law schools that you have across the country. They all have good faculties, they all have good libraries, they all have nice buildings, but there's a spirit in this law school because of its size which can't be replicated at the University of Michigan and the Harvards and the Stanfords and so forth; they're too big.

Warren: So as you put a class together, it must have been--the only thing I can equate in my life is putting together the perfect dinner party, where you invite just

the right guests. Were you trying to pull together within a class a certain range of diversity?

Steinheimer: No. I did want geographical diversity, I think we needed that, and certainly I was interested in the minority situation. I was interested in the women situation, and we got that fixed. But I was interested in geographical diversity. I was interested in differences in educational background of the students. I didn't want everyone to come from the University of Virginia; they're all going to be the same people. I didn't want them all to come from the University of Michigan. I wanted them to come from a lot of different undergraduate schools. Each of those undergraduate schools would have finished off that undergraduate in a slightly different way than the other schools, so that you had a somewhat different individual from School A, undergraduate School A, than at undergraduate School B. And what I wanted was a mix of students from a number of different undergraduate schools so that when you brought them together, they would have had a fine educational experience at this school they attended, but also they would bring to this law school that background of a fine educational experience, but one which had a little different slant to it than the experience of the student at School B. This enriches the experience of the students here when they are mixed together with all of those different educational experiences at different institutions. Do you see?

Warren: It makes perfect sense to me. I would assume that in particular for minorities and for women, that it would be important to them to have diversity on the faculty, too.

Steinheimer: That's right.

Warren: So you had to work at that as well, I assume?

Steinheimer: Exactly. And we've worked on it, and I think we will never quit working on it. They will always be trying to better the situation. But we do have

some problems, particularly with respect to minority faculty, because it is not the easiest thing in the world to attract minority faculty to a small town like Lexington. They have lots of opportunities and a lot of them are going to feel more comfortable connecting up with schools in metropolitan communities where they can also get a job. And while we can pay them as well as they will be paid at those schools, they prefer to live in that urban environment. So it isn't easy to attract minority faculty. We work on it constantly.

Now, as far as the gender thing is concerned, I think we've done a good job. We find a lot of fine female persons who can be interested in this community. It's safe, it's clean, it has a wonderful cultural environment, and so forth. They can be interested. We do pretty well, I think, on that score. But we have a way to go to get some diversity on minority faculty. But it's not an easy task.

Warren: So when you were recruiting minority students, would they ask that question?

Steinheimer: Oh, of course. And quite frankly, we have the same problem with respect to the minority students that we want to attract, because, quite frankly, they're going to be more comfortable, by and large, attending a school that is in a more cosmopolitan, urban-type environment than our school. It's not easy, always to attract them.

We have had increasingly good success in attracting minorities, particularly the blacks, and I'm very proud of what I think we've been able to accomplish with some of the black students. We've got one black student who graduated from here who is now a judge in Georgia; one who graduated from here who is now a judge in Virginia; we've got one who is a member of the state legislature; we've got another black who is head of the Liquor Control Board here in Virginia. So we've made a contribution to giving those students some opportunities.

Warren: Have any of them ever considered staying on the faculty?

Steinheimer: Not during my tenure as dean. But what may have happened since I retired as dean, I just don't know about that.

Warren: I know you certainly opened this place up, wide open, compared to what it once was. Now is there still preference given to Washington and Lee undergraduates who want to come here for law school?

Steinheimer: No, there was not when I was dean. There was no preference. The one preference we gave them--and this is as it should be, I think--is that if a person qualified for the wait list, there are no preferences at all as far as your making it in or making the wait list or out, that's without regard to preference. But once a person was on the wait list, then we thought it was perfectly proper, if we had openings that occurred in the process of filling out the class and we had to go to the wait list for that purpose, that it would be perfectly proper and indeed very appropriate for us to look at the fact that this is a Washington and Lee undergraduate, or this is a son of an alumnus of Washington and Lee Law School or this is the daughter of a Washington and Lee Law School alumnus, you see, but only at that point. And to that extent, yes, it can be helpful.

Warren: I know we can't come up with an exact statistic. Each year about how many Washington and Lee seven-year people are there, or were there?

Steinheimer: Well, for a time there were too few, but I think that has gradually improved. But as I say, they must meet the standards in order to be admitted, with that slight preference given if they make the wait list. Otherwise, they've got to meet the standards.

Now, I want to say this, that one problem you have with the undergraduate Washington and Lee and this law school at Washington and Lee is that, quite understandably, a student who has been first rate in the undergraduate school will have opportunities to go to law school at other places than to Washington and Lee, and, quite understandably, those topnotch students who have that choice often feel--

and I have to support them in it and I will tell them frankly that's the way I feel-- that if they have the choice, they may be better off going somewhere else for their law school experience so that they get into a new climate, a new atmosphere, and have to kind of start all over to do it, in law school, instead of just moving across to this law school. And so, quite frankly, we lose a lot of the best Washington and Lee law students who we would love to have come to us and to whom we offer admission, but they rightly feel they're going to be better off going to another good law school in another locale to broaden themselves, so that makes it tough for us.

Warren: I can tell you've put a lot of time and energy into this and the school is very grateful for it. I can tell you, you have a fabulous reputation here for what you've done here. You mentioned a lot of new programs. What kind of new programs?

Steinheimer: Well, here again, go to the catalogs, please. Take the catalogs in 1968 and '69 and '70 and compare them to the catalogs that we had in 1980s for example, which was towards the end of my tenure, at the end of my tenure. Look at those catalogs, they're very instructive, but you'll see. And on that point, look and see the activities that are described in the catalog in 1968.

Warren: What kinds of things are you most proud of?

Steinheimer: Well, you have your Moot Court activities of various kinds, you have your Legal Aid activities of various kinds, you have your law review activities, and then you have Student Bar Association activities. I don't think there was any Legal Aid at all when I came here. We built a Legal Aid organization in Lexington. We built a Legal Aid organization that gave legal aid to the people in the mental hospital up in Staunton.

I got a program started with the support from Tom Clark, who was then the justice of the Supreme Court of the United States. Tom Clark helped me get a program started with the federal women's prison over in Alderson, West Virginia,

where we regularly give legal assistance to those women. You see, we built all that up.

Our Moot Court programs have grown in size and quality over the years. The Law Review has always been a good law review. I think there hasn't been that dramatic a change there. Just look at the catalogs.

Warren: What exactly does the Law Review do?

Steinheimer: Law Review is a legal journal written primarily for the profession, for lawyers, and it, generally speaking, takes topics of timely interest to the profession and to our society, not just the members, but to our society and writes scholarly discussions of the pros and cons and so forth of those problems. That's generally what it does.

In the process, we get mature scholars who will contribute articles to our journal, and at the same time one of the most important parts of the Law Review is that the students publish it and they have their own editorial board that screens the articles from these scholars that they think are worthy of publication in our journal and they edit those articles. They also supervise the preparation of smaller articles which we call the Law Review comments or notes, that are written by our students, and our students thus develop the ability to articulate their ideas and points of view in regard to important and timely legal topics. If they do that and do it well, they will be published in our journal, you see.

Warren: So how many students get involved with the Law Review?

Steinheimer: I think you'll have to ask them. It's grown since I came here. But check that with Sally. Sally will know. She will have the data.

Warren: Do all schools have a law review?

Steinheimer: No, not all schools, but all good schools do. All good schools have a law review.

Warren: I know I've seen that it's used as a selling point for the school, that we have a law review.

Steinheimer: Yes, that's right. But all good schools have a law review, and it's quite a distinction for us to be selected and to be a member of the law review.

Warren: Who does that selecting?

Steinheimer: The students themselves. It's a student-run organization and that's the interesting and important thing about it. It's prestigious. Each of these law reviews of the good schools--it's a prestigious legal publication that is student-run and operated, and it teaches our students a lot of responsibility and care in their legal thoughts, articulation of their ideas, and so on.

Warren: Are there any particular women graduates that you are particularly proud of that have gone on to do extraordinary things?

Steinheimer: If I had thought about it, I could have developed this. Just off the top of my head, I hesitate to try to describe male or female students who have particularly distinguished themselves.

Now, I just happened to think of the Goodlatte idea because it occurred to me that he had come from Boden, and I had contacted him up there, but Goodlatte is just one of dozen of students who have gone out and distinguished themselves in our profession. I just have to take a little time to refresh my mind on it. And certainly there are some women who have equally distinguished themselves as they've gone out into the profession. I'm just not pulling something off the top of my head right now.

Warren: One last thing, from my point of view, that we haven't really talked about was how you got around to do this kind of thing. You have a name around here as the Flying Dean. Tell me about that.

Steinheimer: Yes, yes, yes. Well, I found that my airplane was one of the greatest assets imaginable for purposes of my doing all of the things I needed to do with

respect to helping out these things I wanted to accomplish at the law school, because it gave me tremendous mobility and it was invaluable to me. And I must say that I enjoyed the flying experience. I flew for thirty-four years, and you know the old saying, "There are old pilots and there are bold pilots, but there are no old bold pilots." And just to show you where I fit into that, I quit flying when I was seventy-six years old, so you can see I was not a bold pilot. But in those thirty-four years, I had a ball, because I enjoyed flying a great deal, and, as I say, that helped me a great deal in visiting undergraduate schools, contacts with bar organizations around the country, and so forth, you see.

Yes, I did a fair amount of flying. As a matter of fact, I quit flying when I was seventy-six years old. I still had my current physical ticket, I still had my current proficiency ticket. You're examined every two years for flight proficiency. I was current in all those things, but I finally decided that enough was enough, I ought to quit while I was ahead. So I gave it up at seventy-six.

Warren: And you're here to tell the tale.

Steinheimer: That's right. But I enjoyed every minute of it. As I say, it really was invaluable to me, the flying, to do the things I had to do.

Warren: Would you go alone, or would anyone else from the school go with you?

Steinheimer: I occasionally took faculty with me on certain missions, but normally these were things that I did by myself. I flew a lot of hours by myself. As a matter of fact, I ended up with a little over five thousand solo hours as pilot-in-command of my aircraft. That's quite a few hours.

Warren: Wow. I dare say. Well, I see we're about at the end of the tape. Is there anything you'd like to say at the end of this interview?

Steinheimer: No, I think you've done a good job of trying to cover these things better than I have done in responding.

[End of interview]

