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Arkansas Memories Project

Interview with
Jerry Maulden
Little Rock, Arkansas
15 August 2007

Interviewer: Scott Lunsford

Scott Lunsford: Okay. Jerry, we're going to talk about you now.

Jerry Maulden: Okay.

[00:00:00]

SL: And what I'd like to do—first of all, I think I told you over the phone—I have this belief, and I don't know if there's anything to it—I think that people are kind of given what they have to work with for the rest of their lives very early on in their childhood. Really, probably before you can remember—any of us can remember. But I think the, environment that you're growing up in—the way your mom and dad were . . .

JM: Mhmm.

SL: . . . the neighborhood kids—the schools—all that stuff I think are the building blocks—the foundation that gives you the tools to live the rest of your life. I think it happens really early. So I'm always very interested, and I probably spend a little more time than people are accustomed to on these early years.

JM: Well, we happen—we happen to agree about that. [Laughs]

SL: Good, good. Well, I, of course, have read a few things about your childhood, but

what I'd—where I'd like to start, I'd—if you could think for a moment about your earliest memory. It doesn't have to be of an important event. It could be the most innocuous—it could be, you know, someone at a door or you walking down the hall. What I'm interested in are images you can paint of your early childhood. Just kind of give me the setting.

JM: Well, I think I can do that because, it's pretty vivid in my mind. You know, I was born outside of Shirley, Arkansas. [00:01:45] And if you're on the road from Shirley to Heber Springs—there comes a forks of the road, and one fork to the left goes to Heber, and the other goes to now what is the—is the lake. And I—we moved to Little Rock, when I was, like, four, but my memories there—my first memory was sitting in my dad's lap, and he had a Sears [and Roebuck department store] catalog, and he was showing me things in there, and I must've been three. And I remember this. Why, I don't know. Traffic light. He was telling me about what a traffic light was. And I thought, "Wow." You know, I'm a little country kid at this stage. My dad and I were pretty close, and the most vivid of the memories of living there was he had worked for the WPA [Works Progress Administration], and he was so proud of that later because when we would be back up in that part of the country where our relatives were, he would point out a culvert, and he'd say, "Jerry, I put that—I helped put that culvert in. I helped build that bridge." And back then, you know, I mean, the people were so proud of the work they did for what they got. And I'll be honest, that was the beginning of my becoming a Democrat [laughs]—because—because of that. But, you know, the WPA program ended, and he had worked in sawmills and that sort of thing, but that work went away. [00:03:23] And so he had to leave to come to Little Rock—

to North Little Rock is where he ended up, to find work. And I remember that in our car—my older brother, my mother, and me and my dad, drove to Clinton. And he got in the back of a pickup truck with several other men, and I just think about this—and all of them in the same boat—they need work. They need to earn money for their family, and they were going to Little Rock to search for work. And I remembered just—I was traumatized. I was crying and crying and traumatized. And my dad was trying to tell me before he got in the truck, and my mom, that, “He’ll be back. He’ll be back.” But that—that memory played, I think, an important role in my future and the way I felt about things. So, you know, I mean, I guess we can talk about that later, but, I mean, it’s just the—[00:04:31] the fact that for a man—I can’t think of anything worse than for a man with a family to want a job, to need a job, to love his family—the hurt he must feel in not being able to provide. And that, you know—that was something that stayed with me—has stayed with me the rest of my life.

SL: So he leaves in the back of a pickup truck. There you are with your brother and your mom and was—was there . . . ?

JM: Yeah, my brother and my mom and me. Yeah.

SL: And so do you remember, what it was like not having him at the house? Do you—I mean . . .

JM: Well . . .

SL: . . . first of all, did you—you had your all—you all had your own house. Is that . . . ?

JM: Yes, we did have.

SL: And what kind of house was that?

JM: Well, I don't remember how many bedrooms. I know it had at least two, and it was a rock—my dad built the house.

SL: Okay.

JM: And, in fact, you know, it's still—well, I don't know if they've torn it down, but it had all fallen in. It was still there the last time I was up at Shirley. But, but anyway, it was up on a hillside, and overlooking the road. But, I don't—you know, I have sketchy memories . . .

SL: Uh huh.

JM: . . . of that age, and I just don't—I don't remember. I remember—I remember some other events, but they didn't necessarily involve my dad.

SL: Okay. [00:06:08]

JM: I tell you, there was one—I think this had to do with why, I was so close to my dad—he covered for me. He was building a house for my sister across the road, and there was a creek there, and I would play in the clay and play in the water. And he was chewing tobacco, and I said, “Dad, give me some of that.”

SL: [Laughs]

JM: And he gave me some of it. It's not a bad idea, frankly. And he gave it to me. And, man, I got sick.

SL: Mmm.

JM: And so he picked me up and he took me back to the house, and so my mother said, “Well, what's wrong with Jerry?” He said, “I think it was that peach pie he had for lunch.” [Laughter] I'm sure he winked at her.

SL: Yeah, well . . .

JM: But to me at that stage—boy, Dad took care of me. [Laughs]

SL: Yeah. He could've been covering himself. He may not have wanted . . .

JM: He may have been covering himself.

SL: . . . his better half to know that he had put a little chew in . . .

JM: I hadn't thought of that angle. [Laughter] That turned me off tobacco, I tell you that. [Laughter]

SL: Well . . .

KK: You can close the door if you want.

SL: . . . did—tell me about your mom. [00:07:20]

JM: Well, my mom was a wonderful mom. I was the baby of the family, and—and by eleven years, for that matter. My mom was extremely sweet and kind and loved me and was probably too lenient with me. You know how that is. We went through that with our own children, [laughs] that the baby seems to get away with more than the older kids did. [Laughs] But—loved her a lot. She was a very sweet—you know, I had a—listen, I loved my mom and dad. We had great relationships.

SL: So was your mom basically a housewife?

JM: She was a housewife.

SL: And so she probably did all the cooking.

JM: Mhmm. Oh, yes, she did.

SL: All the washing?

JM: That's right.

SL: What kind of—do you remember having any chores around the house yourself?

JM: Now, I told you I was spoiled. But I—we moved—I—you know, I remember when we moved to Little Rock. We lived in an apartment house on the east side

of downtown.

SL: Mhmm.

JM: And we moved around a lot. We lived there. We lived on Pike Avenue. We lived at Levy. We lived in downtown a couple of times—three times. We lived on Park Hill at one time. So we moved a lot, and, and for the most part, you know, it didn't really affect me much, I mean. We finally got stabilized in the third grade, and then I went through the rest of the school years with, with the same people and all of that. But, I tell people I had an extremely happy childhood. I really did. I wouldn't change a thing about my childhood. [00:09:14]

SL: I want to go back to Shirley just a little bit before we continue with North Little Rock. Your brother was eleven years older than you?

JM: Yes.

SL: And you had a sister as well?

JM: Yes.

SL: And was she older than your brother?

JM: She was, I think, about a year and a half older than my brother.

SL: Uh huh.

JM: She passed away when she was twenty-one.

SL: Oh.

JM: And I was just—that would've made me, like, seven or eight.

SL: Mhmm.

JM: And so, you know, I remember Jean very well as a child, but I can't—I didn't really know her.

SL: Mhmm.

JM: I was too young.

SL: Mhmm. And what about your older brother?

JM: Well, he lived until he passed away about six years ago.

SL: Mhmm.

JM: And he was—I think Wendell was seventy-six when he passed away. It was from a stroke.

SL: Mhmm.

JM: And we had a—he was like—well, see, my dad died when he was fifty-seven and I was nineteen. He had leukemia. And, my brother became almost like a second father to me, and so, we had a great relationship, and it was like an older brother or a substitute for a father sort of thing.

SL: Mhmm. Mhmm. When you all left—so did your brother and sister go to Heber Springs to go to school or . . . ?

JM: No, they went to Shirley.

SL: In Shirley.

JM: Mhmm.

SL: It had its own school?

JM: And my dad—my brother dropped out of school because at that time he went to work. [00:10:51]

SL: Mhmm.

JM: And he was in what's called the CCC [Civilian Conservation Corps].

SL: Mhmm.

JM: And he did that, and so from that point on, he worked to help support the family.

SL: My father was in the CCC.

JM: Was he?

SL: And met my mother down at Ozark—at Mulberry—or not Mulberry—Cass.

JM: Uh huh. Yeah, yeah.

SL: And he points to things . . .

JM: Absolutely.

SL: . . . he used to point to things that he built.

JM: You know, there was a pride back then . . .

SL: Mhmm.

JM: . . . I'm not sure we see today.

SL: Um . . .

JM: I—I wish we could put some of those programs in place again. I mean . . .

SL: Well . . .

JM: . . . those folks did a lot of good. I mean, you go to Petit Jean and see all the stuff—or anywhere in the state and see all the stuff that they did. Very—you know, very good—very good for the state. Very good for them.

SL: Beautiful work.

JM: Very good for their pride and their ego.

SL: Mhmm, all those cabins that were built.

JM: Absolutely.

SL: Yeah, it was—it was a good program. So do you remember the actual moving day when you left Shirley? [00:11:53]

JM: No. No, you know, at that stage—honestly, my—my next memory, I think, in Little Rock—North Little Rock—was at the apartment house. We were on, like, the third floor, and I have a scar here. And what I remember about that place is

there was a clothesline, by the bed. It was an iron bed, and I was holding on to that and jumping up and down, and then I'd let go, and there was a glass milk bottle there, and it hit and broke, and I came down [JM claps his hands] and I got that scar. That's what I remember about that place. [Laughs]

SL: Well . . .

JM: But, I tell ya—you know, I began to have a lot more vivid memories when we moved to Pike Avenue because I was a little older and had started school there at McRae.

SL: Yes.

JM: And so I began to—you know, have more solid memories of my life at that stage. Otherwise, I got a lot of sketches of different things from the time I was in Shirley, but—but it's just like little blotches of memory [JM claps his hands] about different things with my brother, my sister, or whatever.

SL: Do you remember any birthday parties or . . . ?

JM: No, not really. You know, today children—our grandchildren are going to birthday parties constantly. When I was growing up, I don't honestly remember anybody having a birthday party—not even any of my friends.

SL: Hmm.

JM: And so that—to a large degree, I think that's a kind of a new phenomenon—having all these birthday parties, but . . .

SL: Uh huh.

JM: . . . I mean, I'm not saying that there might not have been a cake at home, but I wouldn't call it—you know, I wouldn't call it a birthday party, you know, and so, where you invite friends and that sort of thing.

SL: Well . . .

JM: But I had—I had a happy childhood. I—I tell you that—[00:13:50] you know, from the time I was young—I tell you, a big influence in my life was the Boys and Girls Clubs of North Little Rock. It was really the Boys Club back then, although we did permit girls to come in. I started, I guess—I became involved with the North Little Rock Boys Club when I was about eight.

SL: Mhmm.

JM: And I spent—from the time I was eight until I was eighteen—I'd like to say I logged more hours in that Boys Club than anybody else during that ten-year period—eleven-year period. And I'd also like to say that—I mean, I would close it up every night at 9:00 [p.m.]. It closed at 9:00 [p.m.]. I was there until 9:00 [p.m.]. And I'd like to say that some of that time could have been better spent studying [laughs] or doing homework at home.

SL: Mhmm.

JM: But, you know, we grew up in a—kind of a moderate-income situation, and I do know that there were plenty of opportunities to get in trouble. And I've always credited the Boys Club with keeping me at a—at a good place with good leadership—with good men. And I loved the Boys Club. I mean we had everything. I mean we had woodworking shop. We had—you could go up and box and work out. We had a weight room. We had pool tables—table tennis things. We'd see movies on Saturday night there in the gym. We had a basketball court. We had a stage where you could perform. We had a library. We had it all. And it was a—it was a—I mean, I have such fond memories of that. That's one reason I got involved in the Boys Clubs later. But, I think it—it helped me a great deal—helped

me learn how to interface and get along with people.

SL: Mhmm. [00:15:51]

JM: It helped my leadership a lot. It was through—see, that was before Little League and Babe Ruth League ’and all that stuff.

SL: Mhmm.

JM: So if you wanted to play ball, it was pretty much Boys Club stuff or YMCA [Young Men’s Christian Association] stuff. And from the time, I guess, I was nine years old, I started having baseball teams, and I think that’s where the—the first—what I look back and think—the first leadership that I exhibited came about, because I picked my own players. I organized it. I registered us. I would go door to door to merchants in North Little Rock to get them to sponsor a T-shirt. And, I decided who played and who didn’t play, and I loved that, and I did the same with basketball. And—and so I was always known over there as—you know, “Jerry has a team,” and so forth. And I look back, and I think that’s the first time that I kind of liked managing [laughs] or kind of liked being in charge, you know?

SL: Uh huh—getting it done.

JM: Yeah.

SL: So, what position did you play on the baseball team?

JM: Well, I wasn’t as good. I tried to recruit better than I was.

SL: Uh huh.

JM: And I played some, but I just—I tell you what, that’s where I wasn’t []. “If I can find somebody that can do something better than me, that’s who I want to hire. That’s who I want.” And so I was always trying to upgrade, you know?

[Laughs]

SL: I hear that.

JM: And I find another guy that could play third base better than a guy I got, well, I'd kind of make a little switch there. And so I—I played. I pitched some and I played third base.

SL: Mhmm.

JM: But . . .

SL: So you had —you had kind of an arm.

JM: Huh? Yeah.

SL: I mean, you had a little bit of an arm.

JM: I threw it away. I threw it away with those water-soaked balls. I was . . .

SL: [Laughs]

JM: I was the first guy among my group that could throw a curveball.

SL: Mhmm.

JM: I was fairly young when I learned to throw that curveball, and we played a lot with water-soaked balls [laughs] because, you know, we couldn't afford to buy a good one. And—and I just threw that curve, and I threw it and I threw it and I threw it. And, of course, today, you know, as they manage Little League and that sort of thing, they really watch how much a kid throws and all that.

SL: Mhmm.

JM: And, you know, by the time I was thirteen or fourteen, my arm it, you know, it would really hurt me. And so I had—I lost that talent is what I'm saying. And—but, anyway, I mean, I thoroughly enjoyed it, and when I played I was great, and when I didn't play, my goal was to win.

[00:18:27] [Telephone Rings]

SL: I'm sorry, that's my phone. I forgot to turn it off.

[Telephone Rings]

SL: I'm going to turn this off right now.

JM: Yeah.

[Telephone Rings] [00:18:39]

JM: But my goal—my goal was to win, and that's—that—that's always been the most important thing to me.

SL: Mhmm.

JM: What team—how do you organize in such a way to win? Winning—it sounds awful, but to me always, winning was everything.

SL: Well . . .

JM: I mean, you know, it's just—I mean, it's just—and it's, you know . . .

SL: It's better than losing. [Laughs]

JM: I've let that kind of get away from me. [Laughs] I don't—I—be careful here because I'll get all charged up because, you know—and that's—but, anyway, that was—that was very enjoyable, and that—and I think that, that was the early stage of my *aspiring* in whatever I did to be kind of in charge. [00:19:21]

SL: Do you remember, anyone at that Boys Club? When you first walked in, do you—? I mean, that was probably the first Boys Club you had ever been in.

JM: Oh, it was, yes.

SL: And so for you it was probably like a palace as far as . . .

JM: Yeah. You know, listen—my relationship got to be such that—and this sounds awful—but it didn't open until after school was out, but, I was so—at an early

age, they gave me a key to that club. And I'd go over there—it was closed on Sundays—I'd go over there on Sundays and take some friends and we'd play basketball or whatever. And, sometimes I would leave school when I shouldn't have. I'd go and I'd open that club up. I'd play basketball by myself a lot. [Laughs]

SL: Well, you know, but that—Jerry, already . . .

JM: But, I tell you, there were three guys. [00:20:12] One guy was Mr. Joe Red, and Joe Red was the overall head, and I don't know if he was president or executive director. I'm not sure what his title was, but Joe Red was a wonderful man. And he really made that club what it was, and—and one reason he did is because he hired a man named Ed Walker. Joe Red had been a former boxer and Ed Walker had been a former boxer, and Ed was athletic director. And all the kids respected him so much, but he was the kind of guy who'd kick you in the bottom if you acted up or didn't do right, you know? That was back before you had to worry about getting sued or that sort of thing. But he was a great, positive influence on the children. And we'd have summer camp and, I mean, it was just—it was great. And then Ed decided to get a job, I guess, that paid more and had more security, and he went to work for the Missouri—Pacific Railroad, which was where my dad worked. And a guy named Dave Hunter became the athletic director, and Dave was just wonderful, too. And—and so Dave was still athletic director when—when I more or less graduated from the club. I belonged—during that time, I belonged to the Little Rock Boys Club, too. I had baseball teams in both leagues. We played four times a week.

SL: [Laughs]

JM: We played four times a week—basketball and football—I mean, and baseball.

SL: So, basically, you never did any homework.

JM: Not really.

SL: [Laughs] [00:21:48]

JM: We played at Lamar Porter Field. Little Rock League . . .

SL: Mhmm.

JM: . . . we played at Lamar Porter Field. And, you know, back in those days, we would walk—my team and I would walk from North Little Rock to Lamar Porter Field. We didn't think anything about it. We'd walk back. Didn't have anything else to do. And, I mean I'm telling you, I had a wonderful childhood. I really did. I wouldn't change a thing.

SL: Well, let's get back to home while you're in North Little Rock now.

JM: Yeah.

SL: So your dad—it's my understanding your dad found work with the railroad.

JM: Well, yes. Eventually, he—he farmed some out at Scott. He would plow and do that kind of thing. He [carpenter]—he was a carpenter part of that time, and he was finally fortunate enough to get on with the Missouri-Pacific Railroad as a carman or car help when he became a carman. And that's where he was at when he passed away. [00:22:45]

SL: Now, a carman, what—what—what is a carman?

JM: Well, I was a carman at one time, too. What they do is they're responsible for several things. But one is to—is to repair any of the cars that get damaged in some way from the—you know, whether it's a passenger car or whether it's a freight car . . .

SL: Mhmm.

JM: . . . coal car—whatever. And some get really torn up, and so you tear those down and rebuild them. And some just have minor damage—you repair that. The second big function they do is inspect the trains. When a train comes in and before it goes out again, it has to be inspected to make sure the air brakes are working and that the—that the—that the ladders that sometimes the people have to climb up is not bent in where, you know, that can cause an accident. You reach for it and it's bent in and you don't have it, you might fall. So, it's a safety thing.

SL: Mhmm.

JM: And so those were the two major functions.

SL: So . . .

Kris Katrosh: Was that the hump yard at the North Little Rock—the big hump yard—railroad yard?

JM: Yeah, where it's at now. But it used to be on Pike Avenue.

KK: You'll have to tell him [].

JM: It used to be on Pike Avenue, and that's where the big operation was at. That's where I worked. That's where my dad worked.

SL: Well, that's good that you didn't have to get on a train and go someplace and be gone, or he had to be gone.

JM: No, no, that was the best job he ever had. [Laughs]

SL: Yeah.

JM: He liked it, yeah.

SL: And so, [00:24:14] you moved several times when you were in Little Rock. Is that . . .?

JM: North Little Rock.

SL: North Little Rock, uh huh.

JM: Yes. Right.

SL: So, was it from apartment to apartment and then you finally got a house or . . . ?

JM: Well, I tell you, we . . . I'm trying to—I think we owned—lets say while my dad was living—I think we owned three houses. I think we owned the one on Pike Avenue. We owned the one in Levy. We owned the one at Maple Street in downtown Little Rock—8th and Maple—and we owned the one on Park Hill. Now, there were some others that we rented, and so it was kind of a combination.

SL: Mhmm, mhmm. So did the—the quality of life that you had—did it improve over time or was it pretty much . . .

JM: Well . . .

SL: . . . that moderate income level or . . . ?

JM: Let me tell you something that . . . [00:25:22] my dad—I tell you, he was out—see, when he was just doing carpentry work or he was farming and that sort—he'd have a job sometimes—sometimes he wouldn't.

SL: Yes.

JM: And when he went to work for the railroad, back then there was a lot of layoffs. Sometimes—I don't remember whether they had a strike or not—but there were layoffs. I mean, railroad—based on the economy, you know—if the economy was down, they don't—and he would get laid off because he was short on the seniority list. And one of my most vivid memories was his—he was out of work. And that was back when you don't have all the benefits you have now—when you were out of work, you were out of work. When you were laid off, you were laid off. And I remember Dad coming in once—and, you know, I was a kid. I mean, I

didn't have to worry about budgets or anything like that.

SL: Yes.

JM: But [00:26:14] I remember that he was out of work and he came in after looking for a job all day. And, and this always makes me a little emotional. But he said to my mother—and my mother said to him—his name was Gay—G-A-Y—and if he were—and if he were alive to today [laughs], you know, he'd wonder about that. But, anyway, he—he said—and my mother said, “Gay, did you find anything?” He says, “Thelma, I didn't find a thing, but I'll be back out there early in the morning.” And I think that was kind of the first time I was old enough for it to really *hit* me about what it meant to be out of work and not have a source of income. [00:27:04] I think it was the first time I began to worry about it.

SL: Mhmm.

JM: Just that exchange. And I—I mean, it just—it dawned on me maybe later in life how serious that is. That's a very serious question and a very serious answer. And fortunately, I've never had to face that. People are so fortunate today—not in all cases. But I just can't imagine how bad the Depression was and all of that. I mean, so—anyway, that just burned in my heart how important it is for people to have jobs. [00:27:47]

SL: Let's talk about the—in the home around that time. What—did you all have a radio? Did you listen to radio?

JM: Oh, yeah, we listened to the radio back at—I do remember in Shirley, they listened to the Grand Ole Opry. That's the only thing I remember they ever listened to [laughs], but—so we had a radio back then.

SL: So the whole family kind of gathered around the radio?

JM: Yeah. Oh, yeah.

SL: And it was like people do with TVs now?

JM: Oh, yeah.

SL: Uh huh.

JM: You know—yeah, as a kid I'd lay in the floor—I'd lay on my stomach in the floor and listen to—I'm trying to remember—"Green Hornet" and all of those things back then, "Amos and Andy" and all of those things. Yeah. And, you know, my parents would listen to "Amos and Andy," and they would listen to a lot of those things. And, yeah, that was your form—form of entertainment.

SL: I can remember listening to prizefights.

JM: Oh, yeah. Well, I did, too. Yeah, I remember Joe Louis. I remember Joe Louis fighting. Yeah.

SL: Uh huh.

JM: Yeah. I tell you—you know, it's just different now. Air-conditioning ruined a lot of community . . .

SL: Mhmm.

JM: . . . because when I was growing up, neighbors were visiting all the time, and they would—might move around, but they would be in somebody's back yard and they'd have the lawn chairs and everybody'd gather around and, sometimes make ice cream and there'd be all this talk. And then, you know, like today—I mean, people don't like to go outside because it's hot. And, so I think air-conditioning had a lot to do with kind of cutting off that sense of . . .

SL: Community.

JM: . . . neighbor—neighborliness and all of that.

SL: I think you're probably right.

JM: Mhmm. [00:29:22]

SL: What about . . . music? Was music ever in your home?

JM: My dad was a violin player, and he would've [Joy Endicott coughs in background] called it fiddle player—a violin player. And we've got his fiddle around here somewhere. I had it put in a case.

KK: You might want to hold on a second until Joy gets . . . [laughs]

SL: Are you okay?

JE: Yeah. [Laughter]

KK: She was trying to hold it in, you know?

JM: Yeah, I understand. Yeah.

KK: And that's when it gets worse.

JM: Yeah, it's worse. I agree.

JE: I'm sorry.

SL: Okay.

JE: Can we start over with the violin?

SL: Are you okay?

JE: Yeah.

SL: Okay, so the question was—was there ever music in your house?

JM: Yes, and, my dad was a fiddle player, and he was left-handed, which everybody always told me, "He's a left-handed fiddle player," which, I guess, was kind of strange.

SL: Mhmm.

JM: But he was really good at it, and he had bands from the time I can remember. He

had his own bands. He would recruit all the different pieces of it. He played square dances at riding clubs. Back in those days, there were riding clubs. And I—you know, growing up, every Friday and Saturday night we went to a riding club, where my dad played with his band—music—people danced. He could call square dances. He could do all that stuff.

SL: Well, now, that had to be some kind of influence.

JM: And I tell you this, you know, he was really—he was very disappointed that neither my sister, brother, or me ever had one ounce of music talent. And so far I haven't seen it in our grandkids, so you'd think [laughs] at some point it'll show up.

SL: Okay. [00:30:58] Let's talk about—you know, what we haven't talked about are your grandparents or—do you know how your parents met? Do you know how they courted or . . . ?

JM: I don't—if I knew—I probably knew. They probably told me, but I don't remember. But, look—my mother was born in Eglantine, which is now covered up with the lake, but . . . [00:31:24]

SL: And—and what was her maiden name?

JM: Brown.

SL: Brown.

JM: Thelma Brown. And, so they lived close together, and I suspect—I don't know if they met in church or if they met at social or . . .

SL: Mhmm.

JM: You know, like you have cemetery things—what do you call it? The Decoration Day and . . .

SL: Mhmm.

JM: I don't know. But they lived close enough that they got together, and, so . . . I didn't—you know, I didn't know—I knew—I didn't know either grandfather.

They were both gone by the time I came along. My brother knew them, but I did not.

SL: Mhmm.

JM: And, and I knew one grandmother on my dad's side—just a faint memory of her.

SL: Mhmm.

JM: But I knew my mother's mother a lot better, and she didn't pass away until I was probably, like, fourteen.

SL: Uh huh.

JM: And we used to go back to the country and spend a couple of weeks every summer, and I'd go back with my mother. And, of course, Dad worked, and he'd come up, you know, on the weekend and, because it's not a very long drive, you know?

SL: Mhmm.

JM: Even back then it was sixty minutes, maybe an hour and fifteen minutes. And so, those were very happy times—my grandmother was so sweet. She was a little woman. But I mean, she took care of me. I mean, she'd tell me—we had our big featherbeds, and you know—the house, you could see, you know, you could see light through the walls and through the stuff. And we had the big featherbed, and we'd be up there in the wintertime, and she'd come say, “Jerry, I put the irons in there. I got the bed all warm for you.”

SL: Hmm.

JM: And so I'd go jump into bed. But, I just remember how wonderful and sweet she was. [00:33:15]

SL: So this was in a little town that's now covered up by Greers Ferry Lake?

JM: Called Eglantine.

JE: What was her name?

JM: What her name was?

JE: Yeah, your grandparent's name?

JM: Yeah, her name was Sarah Brown.

SL: Uh huh.

JM: I—it's Sarah Brown. She was a Hunt. I said Sarah. I'm sorry. That's—her name was—see, I called her Grandma. Her name was Maggie Brown. Maggie Brown. My aunt—her sister—was Sarah Brown.

SL: And your grandmother's maiden name was Hunt?

JM: I mean it was Sarah Hunt.

SL: Yes.

JM: Let me get this straight. [Laughs]

SL: Okay.

JM: My aunt was Sarah Hunt. My great-aunt was Sarah Hunt.

SL: Okay.

JM: Which was my grandmother's sister.

SL: Okay.

JM: And she was a Hunt, but she married a Brown.

SL: Okay. [00:34:01] And when you'd go visit, especially in the summer, I would just assume that you did the things that guys did—kids did in the country.

JM: Oh, I . . .

SL: You went fishing—hunting, maybe?

JM: Well, no, no. [Laughs]

SL: No?

JM: No. My cousins—I tell you that my grandmother lived with my aunt—my mother's sister. Thank you, let me—can I take a break here?

SL: Yes.

JM: [JM blows his nose] I keep—my nose is itching for some reason. What does that—? That's supposed to mean something.

JE: Company's coming. Here we are.

JM: Is that what it is? [Laughter] It's just a late reaction, that's all. [Laughter] But, anyway, I loved going back up there. I did. And we went often because it was so close and we had so many relatives up there on both sides. But, [00:34:53] you know I learned that I had to take my city stuff with me [laughs] because we didn't have electricity or anything like that, and I remember that to keep the milk or the butter cool we'd go down under the hill to a creek and tie that stuff on a string and leave it there in the water and stuff like that or put it down in the well. But, my—my aunt, who my grandmother—my grandmother—my aunt lived in my grandmother's house.

SL: Okay.

JM: Because her husband, had left her and went away, and so they lived there together. She had three sons—my cousins. One was my brother's age—older—but the other two were my age. So I loved going up there, and we'd do stuff together.

But, I remember my aunt—and I guess she was just playing with me—she told

me—I remember early—I wanted to go down to the store—to the Hunt store, which was about a mile and a quarter away down a dirt road. She said, “Now, Jerry, you better be careful about those blue racers.” I said—I’m a city kid—I said, “What’s a blue racer?” She said, “Well, it’s a snake, and the reason they call it a blue racer—it’s fast.” I said, “Oh.” I said, “Well, are there any around here?” She said, “Oh, yeah.” She said, “You get on that road,” and said, “they’ll chase you.” I said, “Really?” She says, “Yes.” Man, you don’t think the first I went to that—but I had to have me some chewing gum and candy. I mean, I could not exist without it. And, boy, you don’t think I wasn’t watching for blue racers, and my heart was beating like that. [JM pats his chest] I tell you, every time I ever went back up there after that, I’d make a haul from the store, and I’d take me a big sack of stuff so I didn’t have to . . .

SL: Mess with the snakes.

JM: . . . go to the Hunt grocery store. [Laughs]

SL: That’s great.

JM: But, anyway, we had a lot of fun. You know, my dad was not a hunter, and he didn’t fish, and my brother didn’t grow up doing that. Those two cousins didn’t do that. And so, I never really was a hunter or fisher—outdoorsman.

SL: Mhmm.

JM: I never was an outdoorsman. I guess that’s kind of an inherited thing. My son is a great outdoorsman.

SL: Mhmm.

JM: He learned it through the Boy Scouts, not from me, but the Boy Scouts was really a great organization for him.

SL: Is there any . . .

JM: And I regret that. I do regret—I mean, I didn't play golf. I didn't do any of that stuff.

SL: Uh huh.

JM: The camaraderie that you lose out on not doing some of those things . . .

SL: Mhmm.

JM: I do regret probably that I didn't make an effort. [00:37:33]

SL: Give me a typical day you'd have with your cousins back there at your grandma's house.

JM: Oh, nothing special. We'd just throw rocks or take sticks and hit rocks and just mess around, you know? I—I don't—I swear I do not remember. We'd—you know, we'd go over—we'd climb through the slough and go over and climb Sugarloaf Mountain . . .

SL: Mhmm.

JM: . . . that's there in the middle of the lake now. We climbed that, and we'd go pes-tering, you know, and see the cattle and the horses and all that stuff. I don't remember riding horses with them. I don't know that—I don't remember them riding horses.

SL: Hmm.

JM: I was pretty [serious]—I mean, I don't know—I mean, I just know that I have great fond memories of going and I always enjoyed it up there, and I was really—I can remember that—particularly, later on, being in the power business—my grandmother and aunt would sit there on the porch, and my mother would say, “Well, I tell you, Petit Jean Electric Co-op—now, they're building those lines,

and they're only eight miles away now." Next time, "Well I tell you, they're still working. They're only three miles away." And she finally got electricity.

[00:38:50] But, you know, I remember—there's a lot of stuff that went on that—that, was adult kind of stuff that we were there. I mean, I remember my grandmother going out and getting a chicken—they had a lot of chickens—wring that neck off to have chicken, which I thought was pretty brutal. I became a city kid [laughs] pretty quickly once I got to North Little Rock. And, and I remember them making lye soap. And, I remember them doing hogs, you know, killing hog and the way they'd put that scalding water on them to get the hair off and put it in—they had—what do you call it? A—not a salt, thing. My goodness. Anyway, it's a place where you hang meat and stuff.

SL: Uh huh.

JM: It's called something. I can't think of the name of it. So, yes, it was like country stuff.

SL: Well, I tell you what, that country stuff—you know, nobody anymore sees any of that.

JM: Yeah.

SL: I mean, it just doesn't happen anymore.

JM: I know. Yeah.

SL: All that—all that generation is gone. [00:39:54]

JM: Well, it was real interesting. And, you know, I remember that my mother—I guess my mother and my uncle bought my grandmother—once they got power—an electric stove, and, and when people would come, she really wanted to show them—"Oh, look at this electric stove I've got." But when she got ready to cook,

she'd cook with the woodstove. [Laughter] She never did convert over.

[Laughs]

SL: She didn't want to mess it up, I guess. I don't know. That's funny. She just knew how to deal with the wood.

JM: Well, you've heard people talk about [natural] gas and electric cooking.

SL: Mhmm.

JM: And, "Well, I can really cook on gas, but I'm not sure what to do on electric," or vice versa, you know?

SL: Right. Right.

JM: So it's that sort of thing, I think.

SL: Right. Yeah. I hear that. [00:40:37]

JM: [Laughs] I have very fond memories of—listen, I had such a wonderful childhood. There was a—and, you know, that, that taught me—I tell you—Sue and I married early, but I know you'll get into that later but—but I learned back then that money doesn't have anything to do with happiness, as long as you've got the very basics. I mean, as long as you don't go hungry and you've got shelter—something to wear—because, we could've had ten times the money and I couldn't have been any happier than I was, you know? I mean, it was—I had great friends. I can tell you something about my childhood that I think that—you know, why I enjoyed organizing and running things at an early age. I'm not sure exactly where that came from. But the little insecurity thing came from the observation of my dad and trying to make a living and all of that. I mean, that makes you, be appreciative of a job, and it gives you that [] inside. I don't take anything for granted. [00:41:51] You know, people have asked me before, "What kind—what was

the best advice your dad ever gave you?” And, as I say, we were real close and I didn’t get to know him as long as I would’ve liked, but, he told me—and I don’t know if he told me more than once, but I’ll tell you this, it stuck with me for the rest of my life, and that was, “Give the man a fair day’s work for a fair day’s pay.” And what that said to me, is, “If he’s going to pay you, you do your job for him.” You know what I’m saying? I mean, you—you make him feel like you really earned it. And, that’s work ethic is what that was, and that stuck with me. That was important to me, and I’ve tried to always put that in practice. My philosophy was to always do more for the man than he would’ve expected. Now, part of that could be the insecurity that I felt or I observed as a kid, trying to make sure if somebody had to go, it wasn’t me, you know?

SL: Yeah.



JM: That sort of thing. [00:43:00] I tell you, I was happy in my element, as a kid. I’d say that the hurt I felt, as a kid, that I think gave me the drive that I had to succeed was class differences. I mean, I had friends in high school and junior high—well, even grade school—that lived in a different part of town—a much better part of town—difference in class. And I would go home sometimes after school with those kids, and the parents wouldn’t let me in the house. In other words, it was kind of like, “Well, you’re from the wrong side of the tracks,” you know? And I learned—and I tell you—and I’m this way—I’m very kid-oriented. I really am. I mean I just love children. And I learned, that adults just don’t know how badly they can hurt a kid . . . with unkind remarks, or rejection, because the kid and I were good friends—the kids—more than one. And I would think, “What did I do?” I’m sorry.

SL: That's all right. That's okay.

JM: That gets me today.

SL: No, that's good.

JM: And it gets a lot of kids . . . a little black kid out here—if I were a black kid and I'm rejected . . .

SL: Mhmm.

JM: . . . you don't think I wouldn't have animosity. But, anyway, you know, you're thinking, "What did I do? I mean, I didn't do anything."

SL: Well, it . . .

JM: And so, maybe I didn't have the right clothes on, maybe I didn't dress as well as that son or something else. And, I really believe it was that rejection, that, put in me the desire, to succeed. And, I tell you, that—you know, I . . . that . . . I wish it would've made me a better student. I think that's not [laughter]—that was not—it didn't motivate me in that way. But, I mean, I was not a bad student, but I was not—I had—I had—I had good friends. I had really smart friends that made real good grades and everything, but . . .

SL: Mhmm.

JM: And they're still good friends today, but that instilled something in me. It was something to always overcome. "Someday I'll show them. Someday I'll show them." A kind of a companion experience—North Hills Country Club—I would go out there as a caddy . . .

SL: Yeah.

JM: And some of these—excuse me just a minute.

SL: That's all right.

JM: [JM blows his nose] Some of these uppity, uppity businessmen out there at their *nice* country club—see, I’ve got a little bitterness.

SL: Yeah.

JM: Playing golf—and they’d cuss me like I was a dog, you know? I mean, “Yah—yah—yah!” I mean, very profane—this, that, and whatever. I was doing the best I could. I quit doing that, and I told people—and this is true . . . I feel more comfortable with the working class—blue-collar people—than I feel with the country club set. That’s true. Even—even in a—I’ve had to do what I had to do—it’s business.

SL: Mhmm.

JM: But, you know, I know real people when I see them. A lot of pretense at a certain level—a lot of pretense.

SL: Well . . .

JM: And I know—I know real people—common people are real people.

SL: There’s a . . . [00:47:26]

JM: Blue-collar people are the salt of the earth. It’s what makes America. So, I—I tell you, I’ll just jump ahead. When I became CEO [chief executive officer] of what then was the largest company in the state . . . on the top floor of the tallest building in this state. The day that I became CEO and was elected by the board, I was by myself late that night at the office. My office looked west and toward North Little Rock. And it was almost like a relief. I walked over—had my lights off so I could see the lights of North Little Rock. I walked over to the window, and I looked out over North Little Rock, and I said, “You didn’t think I was worth anything? You thought I was nothing?” I talked to them. “You thought I was

scum. Look at *me* now. Where are you? Look where I am, and you thought I was not worthy.” [00:48:57] Now that sounds childish, but I did it. And on the drive home that night . . . I thought, “That didn’t really help me at all.” It didn’t do anything for me.” You know what I’m saying? I mean it was there.

SL: I think . . .

JM: So . . . [00:49:24] People never know when they’re unkind—particularly to young people—what kind of scars they can put in your heart. And I still resent those people today. And they’re long gone. They’re dead.

SL: Yeah.

JM: Gone. [JM blows his nose] But, I tell you this—they—they hurt a young man that didn’t deser[deserve]—didn’t deserve it. Now, this stuff is part of my interview. This is my deep feelings, and it’s all of that background, that makes me a Democrat. [00:50:12]

SL: [Laughs]

JM: I’m serious.

SL: I’m serious, too. I’m right with you. Well, thank goodness you had the fortitude to work your way through all that. I know that—and we’ll talk about this later, about how you’ve, cared for—giving people opportunities that . . .

JM: Yeah.

SL: . . . have not always had opportunities, and that’s something to be really proud of, and I think Ron may talk with you about that. [00:50:47] I want to—let’s talk about church and the role of religion in your early years. Do you remember much?

JM: No. I—you know, now this is—I have—I have a greatest regret in my life, and it

has to do with that. As best I was told by my mother and dad, they were very involved—good Christians in the Methodist church when they were back in the country.

SL: Mhmm.

JM: But when we moved to Little Rock, they never joined a church, and they never started to church. And I really believe, and it's either something I was told or I just surmised it, but I'm going to tell you something—I see that today in church—country people come into a city church—it's, it's kind of a tough transition. And I'm not—I'm not alibi-ing. They should've gotten past that—found a . . .

SL: Mhmm.

JM: . . . found a—you know [JM blows his nose]—found a country-kind of church, if you could find one in the city. But you know, it's the way you dress. It's the clothes you've got. It's the appearance. It's the—maybe, you know, you've kind of got country language and you're not sophisticated and all of that. So for whatever reason—maybe it was just trying to get by—I don't know—but for whatever reason, they did not continue their church activities when they moved to Little Rock—North Little Rock. And so I was not raised in a church. I—I can remember all through high school—all the way up through high school. I think I went to church one time with a friend. I don't even know who that friend was. And I think I just went to Sunday school. I don't think I stayed for the church service.

SL: Mhmm.

JM: And that was the only time I went. Sue and I married real young, and, we had two kids real early. And, we began to realize—both of us—that we had a responsibility to those children to get our lives right—to get right with the Lord. So we

started going to—when my dad died, it was a Presbyterian preacher that really did his funeral and did all of that.

SL: Mhmm.

JM: And I'm not sure why, but we picked Central Baptist Church, which at that time, was on about 15th or 16th and Maple Street there in North Little Rock. And we started there, and, we had a—I was really fortunate. I had a great Sunday school teacher named Cyrus Moore. His dad had been a deacon. He was a deacon. He was a wonderful man. As I recall, he worked for [McCousin Robbins?]. And, Sue had—and I—this is awful—Margaret, Morgan—her husband was a gynecologist there in North Little Rock. He was the pianist. But that was Sue's Sunday school teacher.

SL: Mhmm.

JM: And, through attending Sunday school and church there, and through that influence, but mainly through the Holy Spirit; the Holy Spirit began to work on us. And you know, how that is. I mean you begin to know what you need to do. [00:54:50] So we—so we, accepted Christ there and was baptized, and we were good church members and active church members with our children—there and then when we moved to Pine Bluff, when I went to work for the power company—it's Southside Baptist down there, and all that. But—and, look, I realized that this is all excuse, and it's not justified before the Lord, but when I was—when I was still at Central Baptist Church, I felt a calling to go into the ministry—not as a preacher. I'd never be a preacher.

SL: Mhmm.

JM: But maybe working in an orphanage or with kids or something like that. You

don't know how hard I fought against that, and I would tell the Lord, "Please, Lord. No, can't do it. No." And I would use the excuse in talking to the Lord that I just—we were—you know, we were just having a hard time making ends meet ourselves, and I said, "No, Lord, I just can't do that to my family. I just can't do it," because I could see low pay, and you know what I'm saying.

SL: Mhmm.

JM: [Excuse?] I think as I matured and got older, I think looking back, what it really was—it interferes with my plans to try to get ahead and be somebody. You know what I'm saying?

SL: Yes.

JM: And I rejected it. And, I mean, I had to just keep pushing back and pushing back on this. And I never told my pastor. I never told Sue. I never told my pastor, because I knew if I told my pastor, I knew that—I mean, he'd be on me.

SL: [Laughs] Yeah.

JM: So, we—but I tell you that, as I began to really get—as I began to really climb the career ladder, I—I—here's the way I put it: I laid the Lord aside. I mean, I said, "Lord, I'm going to put you over here right []. Man, this is full-time." And I was a workaholic, and "I'm giving everything I got here, and I don't have time to do this other. But someday—" and this is what I told myself all the time. I mean, I talked to the Lord a lot—I pray. Usually, when I pray I just ask him for something [laughs], which is not a very good thing. But—but I just say, "Lord, someday I'll make you proud of me. But not right now—I mean, let me—I've got to get this done. But Someday, Lord, I'm *will* make you proud of me." And I went through a long period there, from having been very active in Pine Bluff, and so

forth, to just not taking time to do it—just wouldn't do it. And at first, you know, I tell you, you know it's really easy at first you don't go as often and then you don't go—you go less often, and pretty soon you quit. You've got to stay [JM claps his hands] close to the Lord. You kind of, drift apart. And, so when I tell you—and then, later, as I got closer to retirement and got into retirement, I went back. And I got this saying, and people at church now will say, "Boy, they sure load you down. I mean, you've got to learn to say no, Jerry." [00:58:21] And I say that, "I said no to the Lord . . . so long, I'll never say no again. As long as I think I'm qualified to do it, I'll do anything I'm asked to do." So my greatest regret in my life is that long period of time when I got away from the Lord, and I didn't live the life that He would be proud of at all. And, I—you know, I can't change it, but I—and He's forgiven me, but I—I've had a very difficult time forgiving myself. [00:59:12]

SL: Well, you've got to do that. He's a patient guy. You got to do that.

JM: Well, I love Him. He's stuck with me a long time.

SL: Well, let's talk about one of your blessings. Tell me how you met your better half, Sue.

JM: You know, let's take a—I mean, I tell you this. I've become an emotional mess, and I'm sorry for that.

SL: [Laughs] It's okay. [JM blows his nose] This happens, Jerry.

JM: I'm sorry for that.

SL: No, it happens.

JM: Well . . .

KK: This is actually [difficult?].

JM: And, I mean, it wouldn't be just for this interview. Any time I talk about any of that stuff, I'm a pretty emotional guy. And, I mean, I don't—I may talk to Sue about this and I get emotional, so . . .

SL: I cry watching commercials.

JM: There are certain things in my life that, are emotional to me. [] talk about politics, then they get hard. That's the hard side of it.

SL: [Laughs] We'll get to that, too. [Laughs] You'll run the whole gambit of emotions by the time we're done.

JM: But, anyway, now, what did you ask me?

SL: Oh, I was . . .

JM: On how I met Sue.

SL: I wanted to know how you met Sue. [01:00:27]

JM: Well, I tell you, I was really lucky. I worked—I was working for the railroad, and—but I started when I was, like, thirteen. I started stuffing papers at the Arkansas Democrat on Saturday night. And that's where you put the comics—they've got machines that do it now, but back then it would be the comics and all that stuff—you'd get really good at it. You'd put it in stacks of fifty and, boy, you were really—I mean, you could just go fast. And, anyway, we'd go to work at 4:00 [p.m.] in the afternoon and get off at 6:00 [a.m.] Sunday morning, and I did that for twelve years. And so we'd get a break at 10:00 and, about a thirty-minute break.

SL: [Laughs]

JM: And, you know where the Democrat is there on Scott Street?

SL: Mhmm.

JM: That's where we did it. And Walgreens [drugstore] was on the corner of 5th and Main, and we'd usually go down there and get a Coke. And my friend that worked there with me knew this girl, and she happened to be in Walgreens. And Sue was a real good friend of hers, which I didn't know either one of them, really. And she was there. And so, boy, she was really cute. You ought to see photographs of her when she was young.

SL: [Laughs]

JM: She was—what I mean—and I tell ya, she was five-seven [five feet, seven inches], weighed 122 pounds, and she was a knockout. But, anyway . . .

SL: [Laughs]

JM: . . . she told me she was seventeen. She was fifteen. By the time I found out she was—and I was, I guess, eighteen when we started dating—but by the time I found out that she was fifteen, it was too late. She was very mature for her age. She had gone through—she had a . . . *she* was not fortunate enough to have the kind of life I had growing up.

SL: Mhmm.

JM: Because her mother and dad were divorced, and her dad was a railroader. He was a dragline operator, so he moved around a lot. So she split her time between Fountain Hill, which is down in south Arkansas, near Hamburg . . .

SL: Okay.

JM: . . . and, and North Little Rock—sometimes in Little Rock. So, and it was not a happy childhood for her in a lot of ways. And she was living with her father at the time, and she did all the cooking and she did all the ironing and she took care of all that stuff—took care of a little sister. So she was relatively mature for a fif-

teen-year-old. And so, that was in—I can't remember when that was—maybe November [19]55. We got married in April of [19]56. My dad died in October of [19]55.

SL: Hmm.

JM: And, so we started out really young, and she always makes me say that our first child was born on her seventeenth birthday. There's significance to that.

[Laughs] It was more than nine months, is what I'm trying to say.

SL: Yes. [Laughter]

JM: But, anyway—and then we had our second one before she was eighteen. And so, you know, that's—well we are—we're, man we're making family there.

SL: You guys are off and running early.

KK: Changing tapes here.

SL: Okay, we're going to change.

[Tape stopped] [01:03:59]

JM: . . . older men that had just kind of adopted me . . .

SL: Mhmm.

JM: . . . and helped me. And I said, "I always intended to have a party and invite all these guys, you know?" And I got real emotional talking to him about it and about what these guys meant to me. And then, boy, it really embarrassed me, you know, because, I mean, you're supposed to be macho.

JE: [Laughs]

JM: You know? And I said, "Man, I'm sorry. I'm embarrassed." He says, "Let me tell you something." He said, "You know, that is so common among people that have had open-heart surgery. Don't know exactly what it is, but for some period

of time after that, they can start talking about things and get really emotional about it, . . .

SL: Hmm.

JM: . . . more than normal.” He said, “I don’t know if it’s because they realize how close they were they were to death or what.” But he said, “So don’t sweat it. That’s the way everybody reacts after this kind of surgery.” Well, I don’t know about that ‘cause I’m—I tend to be that way anyway, so . . .

SL: Yeah, me too. I’m—I’m pitiful with it. Okay, now, let’s . . .

JM: All right. [01:05:10]

SL: Jerry, help me think. Where—where did we break here? We had been talking about your friend knew a girl and she had a friend . . .

JM: Oh, yeah.

SL: . . . who ended up . . .

JM: Meeting Sue, yes.

SL: . . . meeting Sue. Now, did you actually meet Sue at Walgreens? [01:05:28]

JM: Mhmm, that’s first time I had ever laid eyes on her.

SL: And . . .

JM: They were sitting in a booth having a soda, and my friend—his name is Bubba Thomas—saw her—saw his—the girl he knew, and he said, “Oh.” And so we walked over there, and I’d never seen his friend or Sue either one. And so—but when I saw her, I thought, “Man, I’m going to try to date her,” right then. And my—and, so my first date with Sue was a double date—not with Bubba, but with a young lady that lived across—Bubba and a young lady that lived across the street from me. And we went to a drive-in movie. [01:06:12] And I had—I

worked for the railroad, and what I did, from where—where I lived with my mother, because my dad had passed away—but I—I’d run to work every day. Had to be at work 7:00 [a.m.], and I would run cause, you know, the—the shops, we called them, were across all of the railroad tracks, you know, the big switching yard. And so I would run like crazy over to work, and then in the afternoon I’d run home. And [laughs] I would leap because I was a kid and I was in good shape, and I hit on a railroad track wrong and it sprung my ankle. So the first date I had with Sue in between the time I had met her is—I was on crutches. And so Bubba had to drive, and I was in the back seat, and we went to a drive-in movie. And, to show her how, cool I was, we slipped into that drive-in movie. It was the Razorback Drive-in over on—down under the hill. We went in the exit and then got—got away with it.

SL: [Laughs]

JM: She told me later—she said, “What kind of guy is this guy?” [Laughs] But I, again, I was running things. I told Bubba, “Now, Bubba, go down to the exit. We’re not going to pay to get in this thing.” So we slipped in backwards and . . .

SL: But it . . .

JM: And I remember Sue telling me [laughs]—she said, “I thought to myself, ‘I don’t know if I want to go out with this guy anymore or not.’” [Laughs] But—but I guess I was trying to show off and be cool or something, you know, how kids are. So that was our first date.

SL: Well, had—I mean, you probably—I mean, you were seventeen years old?

JM: No. No, at that stage I was—I—may have been nineteen.

SL: Nineteen.

JM: Yeah, I—yeah. I probably was—I was probably nineteen that August. Yeah.

KK: I'm waiting for the siren to go through. [01:08:18]

SL: Is that a test thing?

[Sound of whirring siren in background] [Tape stopped]

JM: . . . countries right after the [Berlin] Wall [which divided East Germany and West Germany] came down, and they still had the—what am I trying to say—the speakers up all over these towns.

SL: Mhmm.

JM: And they were still giving messages through them. I mean, it's kind of like—I mean, I could just picture that, you know, this is brainwashing stuff they're always feeding the public.

SL: Yeah.

JM: Yeah, so . . . [01:08:48]

SL: So, went to the drive-in. You don't remember what movie it was?

JM: No, I don't. Sue might. She's got a better memory than I've got.

SL: So how long after that first date was it before, you asked her to marry her—marry you?

JM: Well, I tell you that we got married April 6, 1956, so it wouldn't have been—I think we dated for, about, four or five months is all. And, you know [laughs], I had to go see her dad, who was a rough, tough railroader. And anybody that works on those draglines and all that stuff is tough. And anyway—so [laughs] I dreaded it. He's a big ol' guy, too. He's bigger than me. And, but just picture this: I mean, you know, you do some stupid things, but I was a big Elvis Presley fan—huge Elvis Presley fan. In fact, Sue and I had been to the first time Elvis

Presley came to Little Rock at the Robinson Auditorium and performed, Sue and I were at the same concert, but we didn't know each other then. But anyway, he was a big—we were a big fan—I was a big fan. So, I had on pink gabardine slacks, had on a black gabardine shirt, had a gold chain around my neck. I had on black and white loafers. And I had on a black and white hat. [Laughs] And I think, "I'm cool, man. I'm cool." And so, you know Sue's at home, and I knock on the door, and he comes to the door. And I don't know what he thinks, but I go and we sat down. So I said, "Well, you know, Mr. Atkinson, I just—I want to get to—down to business." I said, "I want to marry Sue." And he said, "I was *afraid* that may be why you were coming here." And I said, "Yes, sir. Yes, sir, that is why I am here." And he said, "Well, listen. You kids are way too young to do that. You don't need to do it. It's just—I mean, if you—if you want to get married, wait a few years." I said, "No, sir, we want to do it now." And, he said, "Well, I mean, I—I just—I don't think I can approve that." And I said, "Well, now, Mr. Atkinson, we're going to get married." And he said, "I believe you're going to do this with or without my permission, aren't you?" And I said, "Yes, sir, we are." And he said, "Well, you're making your bed and you're going to have to sleep in it." And I said, "Yes, sir, and we're prepared to sleep in it."—kind of a little bit of a smart answer. And that's what we did. I had to get my mother's permission. She signed everything for us. And so we got the preacher that had preached my—Presbyterian preacher that preached my dad's funeral to—and we got married in his church—Highland Presbyterian Church. It was over on 12th Street. [01:12:08] So we got married there and went to New Orleans [Louisiana] on our honeymoon—furthest I'd ever driven. But, anyway, it was—I tell

you, I've worked—I worked at the railroad that day, and I [laughs]—and I was apprenticed at the time. And, those guys—those journeymen—I mean, they had the biggest time with me. They worked me to *death*. [Laughter] I mean they worked me to death. They teamed up on me, and I was—all I can remember, I was exhausted when I was getting ready to [laughs]—to go over to get married. So you know what, we were going to—I really intended to drive further, but we made it to Pine Bluff, and I told Sue, “I cannot drive any further. I am dead beat.” And we got lost on the way to Pine Bluff, if you can believe that. [Laughs] And so we—we've looked in the past. We've looked for that little place we stayed, but I mean it was torn down years ago—a little—a little—what we'd call a tourist court back then.

SL: Mhmm.

JM: That's the way we started our life, and it's been a good one. We celebrated—this is, I guess, in April we were married fifty-one years.

SL: That's a great, great accomplishment. [01:13:33]

JM: Yeah—single-best thing that ever happened to me, or equal—not equal to—the Lord would be the first thing, but that's—Sue has been really important to me. You see, I tell you this: that I was a little—I was off-track when I married Sue, as you can tell by the way I described myself. I was off-track. My dad had died. I was not happy about that. I was fortunate I was with him when he passed away. I just dropped by to see him. We knew what the outcome was going to be, but I didn't think it was going to be that quickly. And, you know he was under an oxygen tent. He was in a Missouri-Pacific hospital, which there was one at that time down here on Cantrell. And I went in to see him, and he was under the oxygen

tent, which kind of surprised me and, so I held his hand and we—he couldn't talk much, but he could acknowledge I was there, and he'd smile, and I'd talk to him and—he then took his hand from mine and waved me away. I took it as waving me away. I think what he was saying is "let me go."

SL: Mhmm.

JM: He died right then. Man, I ran out into the hall and started beating the brick wall with my fists—just—and, nurses and people grabbed me, and that was the first time in my life when—and I guess everybody has to go through this—when you realize there's certain things you can't control and don't matter—it doesn't matter how rich you are; it doesn't matter how much power you have; it doesn't matter about anything. It's the first time I came face to face—it was something I couldn't change or do something about. [01:15:28] So anyway . . . you know, and then—I mean, I just was not—I was not serious about anything. I had started to night—I had started to day school. I was working forty hours a week at a bakery—Colonial Bakery—going to day school, but I had to work on Saturday nights and Friday nights, and it really cut into my social life. And I just was off-track. I wasn't—I didn't have any goals, and I was going to day school, but, man, I spent all my time down at a beer joint shooting shuffleboard. I got really good at shuffleboard. I'm not much good at—I didn't—I think I passed maybe six hours that first semester. And so I married Sue. We had kids. You don't think that won't mature you and get you set straight? And Sue babysat. I mean, I'm telling you that, her babysitting money in those early years made the difference between us making it and not making it, because I had to pay my own tuition. I started night school.

SL: Mhmm.

JM: I had to pay my own tuition and everything, and so, I've often said I don't know where I'd ended up without her.

SL: So you were working at the bakery, but then, you quit there and you went—working at the railroad.

JM: Got a job at the railroad, yeah.

SL: Yeah.

JM: You know, they hire a lot of relatives. Railroad is . . .

SL: Right.

JM: . . . like that.

SL: Right.

JM: And it's kind of family-like.

SL: Mhmm.

JM: And so, even though my dad was gone, everybody still knew him. And so I got on over there. [01:17:14]

SL: Where were your brother and sister when your dad died?

JM: My sister had been gone a long time.

SL: Oh, she had?

JM: She died in [19]45.

SL: Okay.

JM: She was twenty-one. She died of pneumonia. And, and my brother, when my dad died, was here in Little Rock.

SL: Mhmm.

JM: He was—I mean, he always lived in North Little Rock.

SL: Mhmm.

JM: And so—and my—you know so, we were in North Little Rock. But my sister had already passed on.

SL: Did your mother get to see all of your children?

JM: No. Yes, she did. Yes, she did. I was thinking maybe not the youngest, but, yes, she did.

SL: Mhmm.

JM: And she doted on grandchildren just like everybody does . . .

SL: Uh huh.

JM: All grandparents do. And they loved her. I mean, even today they talk about her. I mean, she was—boy, she could quilt. She could crochet; she could quilt. She could do all of that stuff. She made countless quilts, and they called her Maw-Maw. And, my daughter was laughing—our oldest child was laughing here not long ago—well, her—her children were laughing, and they said that she still has that quilt, and she uses it sometimes to cover up with, you know, if she's laying on the sofa or whatever. And they sometimes will use it. And they dropped it on the floor, and she said, "Don't you put Maw-Maw on the floor!" She's very [laughs] very protective of that quilt. She was very close to my mother, as my son was, and as—our youngest daughter didn't have long enough with her to really develop that kind—and we had a fourth child we lost. And I—and my mother passed away the year before—wait—my mother passed away before Kelly did. And so we—I was always kind of grateful for that because that would be—you know, it would've been hard on her.

SL: It would be hard for her. [Alarm beeps in background] [01:19:21] Well, do you

want to talk about the child that you lost? Is it too painful or . . . ?

JM: Yeah. Well, no, I mean it's—it's regretful, and it's—it is a hole in our life. I tell you, we were living in Pine Bluff. When I went to work for the company, the finance and accounting department of the company was in Pine Bluff, which is where AP&L [Arkansas Power and Light Company] really started. That used to be its headquarters down there. And, so we had our fourth child, who was two years younger than our youngest child living today. And, so, she was progressing normally, and when she got to be about sixteen, seventeen months old, we noticed kind of a slow digression. We first noticed it that, you know, she was having trouble holding a cookie or something to eat. And so we just kind of noticed her motor skills didn't seem good. We took her to a doctor in Pine Bluff, and he immediately said, "Listen, this is something I don't know anything about. You better take her to the medical center." And, so we did. And a guy named Sam [Belner?], who was at the medical center for a long time—he was a pediatric neurologist.

SL: Okay.

JM: And he was wonderful, wonderful with us. He later went into private practice. He's probably retired now. He's here in Little Rock. But anyway, he diagnosed it, and it was degenerative brain disease. And what's really weird about it—he told us that it was *so* rare, and we did donate our child's body to research because it was so rare. But, he said that, in the first place, it would be very rare for any individual to carry this gene or whatever it is, that can lead to that—only if the other person, which it would be extremely rare for any person to have, would have that same thing. But it was the combination of those two. And our older three were

normal, but he said once that started showing up, that more than likely the succeeding children—see, because we had a goal to have six kids—that the succeeding children would be affected. So, you know, that had to be our last child, and she lived to be—to eight and a half.

SL: Hmm.

JM: But she—you know, she just—gradually, she got where she couldn't stand. Then she couldn't sit. And she gradually went blind. And she gradually went deaf. And—and she was in more or less a vegetative state for about five years there, or five and a half years. [01:22:19] And we—you know, we took care of her. And, and Sue took care of her. And we had to—we had to take a baby bottle and cut a—make the hole bigger in the baby bottle. We'd put food in there and grind it up, and that's what we would squirt in her mouth. And—and I tell you that I think that doctors felt like we should've let her go, but, I mean, Sue took such good care of that child. And, of course, it cut down on family vacations. It—it—you know, but—and I—that's probably what they were thinking about, but, I'm telling you, that when you're there, it's hard to let go . . . hard to let go. We had her in and out of the emergency room a lot and the hospital a lot. And I think, you know—I think they felt like, you know, "Let the poor little girl go." But we didn't. And—and I swear, I would come—when I'd come home from work, I would feed her and give Sue a break and all of that. I would—I'd hold her. And it may not sound reasonable, but I felt like we communicated. I felt like we communicated. And so, I was in New York on a business trip—on a finance trip—and, she died at home, and, Sue called me.

[Telephone Rings]

JM: We had a doctor friend down the street who came down and took care of her.

SL: Hmm.

JM: But, anyway, for—and for years thereafter, and maybe even today, Sue has a hard time sleeping sound because for those seven years, she would have to get up with Kelly several times during the night, and she has always developed this thing—as a mother can do. And so, you know, Sue—if there’s ever a saint in taking care of a child, Sue is it. And had it have—gosh, but I tell you what, you can’t question the Lord. I—you know, the Lord had a purpose for all of that. That was—that was a—that was a very sad period of our life. It was sad for our kids, too. It was sad for our three kids.

SL: Well . . .

JM: It really affected my oldest—my youngest daughter, because, you know, they were only two years apart.

SL: Yeah.

JM: And she really never knew her—really knew normal, except when she was a little girl, and . . .

SL: Uh huh.

JM: And, she’s—that created a psychological burden for her. She had to really work to come to grips with that. She goes out to the cemetery a lot . . . But you know what? I tell people that I really think, that brought our family—that kept our family real close.

SL: Sure, it did. You’ve got to . . .

JM: And we have a real close family right now. I mean, we’ve always had just a real tight—knit, close family.

SL: Mhmm. You know . . . my nephew and his wife have a child that they have to take care of like that.

JM: Really?

SL: He's about nine years old now.

JM: Hmm.

SL: And one of the things is, he's gotten so heavy, it's hurt both of their backs.

JM: Oh.

SL: I mean they've got serious physical problems themselves now . . .

JM: Mhmm.

SL: . . . because of their backs. And, you know, I've got a daughter that has a heart condition.

JM: Do you really?

SL: Just had surgery—had an implant done on . . .

JM: Yeah.

SL: . . . a little defibrillator put in. And we had to—you know, we had to feed her with a tube down her throat . . .

JM: Mhmm, oh yeah.

SL: . . . to keep her alive. It's . . . [Telephone Rings] It's tough.

JM: It is.

SL: But it makes you count your blessings. [01:26:52]

JM: Oh, it does. [Telephone Rings] And, you know, the thing is—I swear, you know, a guy that I always think about is when you think you've got it bad, and I thought about that a lot then—John L. McClelland had a son die in the war.

SL: Yeah.

JM: They're gonna have his funeral in Camden.

SL: Mhmm.

JM: His other son was coming to the funeral and died in a car accident going down.

SL: Oh, no! I did not know that.

JM: And I think to myself—you know, I tell you, that is—I mean, that is something people know, and that is, you can always—you don't have to look very far to find somebody worse off than you are.

SL: Yeah.

JM: Or have been through worse things than you've been through. You know we've got a friend at work—excuse me just a minute.

Sue Maulden: Well, they're here with the food.

JM: What, baby?

SL: And they can't get it—[laughs] they're here with the food and they cannot get in.

JM: Oh. Well, let me go let them in.

SL: Well, we can take a break. We can shut this down. It's . . .

[Tape stopped] [01:27:48]

SL: Okay. Fire Store is rolling?

KK: It's good. []

SL: All right. We were sitting on the couch and, we were talking a little bit about your high school teacher, I believe, or maybe two.

JM: Mhmm.

SL: Let's talk about your—your schooling just a little bit. Now, we know that—I know that you said you weren't the best of students. You spent a lot of time at the boys' club. Some of your school time you even spent at the boys' club.

JM: At the boys' club, yeah. [01:28:24] Well I—you know, I tell you, there were certain subjects I loved. I loved English. I mean I could diagram sentences as well as anybody ever has been able to. I liked that. I liked literature. I liked Latin. I liked Spanish. I liked—there were a lot of courses I liked, and in those courses I made A's and A-pluses. I made A-pluses in Latin and so forth. But when it came to math and science and those sort of things, I just didn't enjoy them. I didn't like them. And, therefore, I didn't do as well as I should have.

SL: Mhmm.

JM: So it really kind of depended upon—it depended upon what the—what the course was and whether I had an interest in or not or I enjoyed it. And, and I guess that was an early—I found out early, I guess, that I'd never make an engineer or a doctor or anything that was technical. That was not my orientation. Somebody said to me once, "Well, how could you do poorly in math and be a CPA?" [Certified public accountant]

SL: Mhmm.

JM: And I said, "All you've got to do is be able to count to ten to be a CPA. I mean, you know, add and subtract. That's not high math."

SL: I guess that's right.

KK: Hey, Bruce, you guys will have to use your indoor voice in there. He can't hear me, can he? They're not hearing me.

Joy Endicott: Let's stop for a second. Scott would you put this up a button, so when you cross your arms it doesn't . . . Thank you.

SL: It doesn't hurt your ears does it?

JM: [Laughs]

JE: No, it just bothers me. [Laughs]

SL: Oh, okay.

JE: Okay. Rolling.

SL: Did you get those guys calmed down back there?

KK: Yeah.

SL: [Laughs]

KK: I'm mean. I'm a mean person.

SL: [Laughs] Okay. So not much of a scientist? [01:30:16]

JM: No.

SL: But the humanities—it sounds like you were . . .

JM: I did.

SL: . . . pretty good.

JM: You know—yes. I tell you that I was—you know, I didn't do homework. I can't remember hardly doing homework.

SL: Mhmm.

JM: And I really didn't need to do a lot of homework in those things I enjoyed and understood and could do. And those things that I just didn't like at all and didn't understand, I just done the best I could, and I got by. But I tell you I met my match as a senior in high school. And because of my likes and dislikes, I had avoided taking geometry until my senior year, and it was—you know, and it was a required subject to go to college. So I thought, "I gotta pay the piper and I gotta take this course." And it was me and one other senior in this course of sophomores. And, so I was—you know, I—I made an A the first six weeks. And the teacher, was a—she had just one arm. She was handicapped, but she was really a

good teacher. Her name was Lawless—Mrs. Lawless at North Little Rock High School. And she—and so I started off that way, but, I tell you, it took a lot—that’s a lot of work in geometry. You’ve got to do all that drawing and all of this stuff. And so I arranged to get some young ladies to do that stuff. There was a lot of homework—a lot of homework. And she counted homework—I mean, if there were twenty-five points on homework and there was twenty-five points on exam, she gave equal weight, which is wrong. It shouldn’t be. I even believe that today. But, that’s the way she did it. And so, you know, I had to—so I got some help, and I got some young ladies to do this for me. I’d turn it—turn it in, and I made an A and an A and an A, and, she caught on. And I don’t know, somebody I guess told her. And so the next six weeks, I didn’t do the—it was the fourth six weeks and I didn’t do very well because these girls told me, “We can’t do it anymore. Mrs. [Cowens?] said they’d flunk us if they catch us doing that anymore.” And she talked to me, too. And at that stage I took big issue with it. I said, “Well, let’s just get something worked out here. It is unfair. I mean I come in and take a test and I do pretty good on the test. I do okay on the test. I’m capable of making a B on a test. But now, all this homework—I mean, for you to count that, because somebody can just cheat on that and they don’t know anything, and yet you count it the same points you get on a test. That’s unfair.” We had this discussion two or three times and she let me know, “I’ll tell you something, Jerry Maulden, I’m the boss. I’m the teacher. I will decide how it’s going to be done, and that’s the way you’ll do it. That’s just—you know, no arguments.” So I made a—I made a C and a D. No, I think it was worse than that. [Laughs] I think I made a D. Then I made an F the fifth six weeks, and it became a—it—it

became a—I was not going to let— I mean, I was incensed because I thought she was wrong, and she called me out after that fifth six weeks, and she said, “Jerry, you’re about to flunk this course. And I’m just telling you, I’ll flunk you.” And so, I said, “Yeah,” you know. And boy, I tell—I mean, I—it was like in the middle of the sixth six weeks, and the counselor comes into my class and says, “Miss Lawless wants to see you.” And I go down and she comes out of class, and she says, “You flunked.” I said, “Miss Lawless, we’ve got three weeks to go. How can you say that? We haven’t even had final exams.” She says, “You have flunked.” And I said, “I cannot believe this.” And she said, “Jerry Maulden, you have always tried to slide by. You’ve always taken the easy way out, but I’m going to teach you a lesson. It’s time that you met someone like me, and I’m going to teach you that you can’t slide by in life, and you’ve flunked, and that’s all there is to it.” And I had to go to summer school. And, you know, the thing is I wasn’t going to get to go through the graduation line. Boy, it was embarrassing to me. My mother went up there and pleaded with them to let me go through the graduation line, but it was with a blank diploma. And then, the humiliation was I had to go to Little Rock [Central] High School for summer school—a big rivalry there between North Little Rock and Little Rock—and I was in there with people that had flunked just basic math and stuff like—I was in there with a bunch of dummies, and we didn’t do anything. In other words, it was just a penalty. I mean, we didn’t do any work. We just had to sit in there. And, I mean, it was just like punishment is what it was. So at the end of that six weeks I got my diploma. But—and I was very angry with her—very angry. And I carried that anger for, I guess, a period of time until I began to mature. And then I looked back, and I

chuckled. [Laughter] I said, “She had my number.” [Laughs] She did exactly what I needed, and so, my attitude and view toward Miss Lawless changed a lot. I don’t think—kind of, it’s sad—but I don’t think I ever went back and told her that.

SL: Hmm.

JM: I don’t think I ever went back to the high school, you know, to even do anything after—after I graduated. And then, I did tell you about another teacher. I did night school. I went eight and a half years, and at that time Sue and I were married, and we had two young children. And I worked at the railroad and I worked at the Arkansas Democrat at night on—all night Saturday nights. [01:36:26]

SL: Before—before we go any further, what were your children’s names?

JM: Okay, my oldest child is Karen Jane.

SL: Okay.

JM: And she’s married. Now it’s Oliver.

SL: Okay.

JM: And my son is Michael Lonnie Maulden. My middle name is Lonnie. Michael Lonnie Maulden. And my youngest daughter is [Kristin Gay?] . . .

SL: Okay, after your dad.

JM: . . . Maulden. Gay, named after my dad.

SL: Yeah.

JM: And then it was Kelly Ann. And so those are the four children.

SL: Yeah.

JM: But, anyway . . . [01:36:59] All I did was to work and do homework and go to school four nights a week. And I’d drive out to Little Rock Junior College—then

UALR [University of Arkansas, Little Rock]—and, I mean—and, and Sue took care of the two kids. She took care of everything, and given our budget and our situation, I mean, in—in addition to taking care of her own kids and the house and all the other stuff, I mean, she would baby-sit in order to get that little extra money. And, I tell you after about four years of going to night school out there—and I had a great desire to get my degree because I had done lousy before I married Sue. But after I married Sue and, we had a family, I really got turned on, and I was making straight A's in everything I took out there; eating it up. [01:37:55] And I really wanted to be an FBI [Federal Bureau of Investigation] agent, but I that's another story. And that's the reason I was trying to get this accounting degree.

SL: Mhmm.

JM: But I really had—I was beginning to get really discouraged. I was beginning to feel guilt—guilt was catching up with me that “I am not doing my children right. I am not doing my wife right. That all I do is sit at a table and work homework or go to class or work, and this is no life for them.” And all of our friends had already bought homes, and we were still in a little ol' bitty cramped apartment, and—so, you know, guilt had built up. And I was in speech class out at UALR, and it was one of my old high school teachers. Her name was Miss [Cowen?]. And Miss [Cowen?] I had known well in high school. And, she asked me one night—she says, “Jerry, you really seem down. Is there something going—“ this was after class. And I said, “Naw, everything is just wonderful.” And she said, “No, no, no. Hey listen, you can't kid me. I mean, tell me what's happening.” What's going on? What's your problem?” So she said, “Let's go have a Coke.”

And so we did. And so I told her about my guilt and all of that. Now this may seem like a small thing, but it was probably the difference between my dropping out of school and continuing. She said, “I want to ask you a question. If you were home with your family right now—you’re with Sue and your two children—what would you be doing? Now, give me an *honest* answer, Jerry.” And I thought about it. I said, “I guess we’d be watching television.” She said, “I want to ask you a real important question. What do you think is most important for the future of your family, getting your education or watching television?” And, as I say, that may sound like a simple statement, but it was that—and Sue was always terribly supportive. Now, Sue would always just say—you know, I would express this guilt to her, and she would say, “Jerry, you’re doing it for the family.” But, nevertheless, I just figured she’d say that anyway.

SL: Mhmm.

JM: But, I really have looked—I’ve always thought that was a little turning point. That gave me—this was an independent person—says I’m not being a bad person. I’m not—I’m not being a bad person. And I just always loved Miss [Cowen?] because of that. And I did—I was able to express that to her, later—much later in life, before she passed away. [01:40:26]

SL: So, she really helped you refocus your goal—your purpose.

JM: She made it all right.

SL: Mhmm.

JM: She helped take some of the guilt away. She refocused—yeah, you know—“You don’t need to focus on ‘you’re not treating your family right.’ You’re treating them well.” You know what I mean? Same things Sue had been telling me,

but . . .

SL: Mhmm.

JM: . . . it kind of helps when somebody from the outside tells you that, you know?

SL: It's great that she could see that that in you too.

JM: Hmm?

SL: That you were struggling.

JM: What?

SL: It's great that she could see that you were struggling in . . .

JM: That's amazing, isn't it?

SL: It is. Mhmm.

JM: But that's the way good teachers are. [01:41:05]

SL: So, okay, you're—where are you working now while you're—are you at the rail-
road yard . . .

JM: Mhmm, yeah.

SL: . . . during those eight and a half years? Now . . .

JM: I worked a year at Colonial Bakery from 3:00 [p.m.] to 11:00 [p.m.] at night.

SL: Mhmm.

JM: And when I was trying to go to day school. But then when I got on with the rail-
road—you know, for a guy who was going to be a blue-collar worker, that was
like dying and going to heaven [laughs] to get on with the railroad.

SL: Uh huh.

JM: So, it was a lot better thing, better benefits, better money and all of that.

SL: Right. So what years are these? What—is this the late [19]40s?

JM: Well, I graduated in [19]54 . . .

SL: Uh huh.

JM: . . . and I went to work for the bakery. My brother worked at a bakery—worked at the same bakery. So I got on because of him.

SL: Okay.

JM: He was a truck driver for them. And, so I worked there from [19]54—whatever the twelve months would be—probably went to work—I can't remember when I went to work, but probably like sometime in the summer . . .

SL: Mhmm.

JM: . . . after I got out of school, and worked there until the summer of the next year, and then I went to work for the railroad. So that would've been—well, I was—I married Sue—yeah, that would be right. I started at the railroad in [19]55, and I married Sue in April of [19]56. And so—so I served four years' apprenticeship. And I could've made a career out of that. I loved railroading. I loved the people, the camaraderie of the people in the railroad—not unlike what I found at AP&L.

SL: Mhmm.

JM: But—but—and, you know, you'd have apprentice lessons. And, man, I took—I've probably done three times as many apprentice lessons as you have to do, and that was noticed. And they offered me what they call a special apprenticeship, and that's where I would have been a car man, and I had already served enough time there, and then you'd be with the electrical department for a while, and the steamfitters, and, there's a lot of different crafts. And you move around, and they're preparing you to go into management is what it is. Then when you finish that, you become a manager. And I didn't really see—the technical stuff really did—was not what I enjoyed. I was going to—I just didn't enjoy that. And this

was—Sue and I had been married for a while, and I already knew that I wanted to be an FBI agent. So that's not really what I wanted to do. And so I didn't take their offer on that, and—and I finished my apprenticeship, and I worked for about a year as a—as a journeyman.

SL: Mhmm.

JM: And, and then . . . [01:43:50] I was still working on my degree, and I was getting close enough—the truth of it is I started off in accounting because it was a means to an end. I wanted to be an FBI agent—had been since junior high. And you either at that time I had to have a degree in accounting or law, and accounting was a shorter road.

SL: [Laughs]

JM: And that's the reason I started. But I had an accounting professor, in the first years of accounting, that was so good. He had been a professor at American University in Beirut [Lebanon]. And he was a Lebanese man. And he made accounting come alive.

SL: [Laughs]

JM: I mean, you're talking about profit and loss, and you're talking about a company that sells products. And boy, you know, I mean that's the business thing that starts coming in. And man, you've got all the marketing. You've got all of this and you bring it together. You do a product and you get revenues. You have costs. You control those. You make a profit. All that began to really interest me. [01:44:52] But I still wanted to be an FBI agent. And Dr.—not Dr.—Mr. Roy K. Moore was special agent in charge here in Little Rock of the state of Arkansas.

SL: Mhmm.

JM: He became famous because later they took him from Little Rock and assigned him to Mississippi to solve the civil rights slayings. And he was the guy that headed that up, that actually ended up finding the bodies. Yeah. And so—but—so I started interviewing with them and was real serious about it. And I had gone through several interviews and gave them paperwork and stuff, and looking forward to graduation. And I had meeting with him, and he said, “There are some things I need to tell you.” I said, “Okay.” He said, “Now, I want to tell you first, if you come in the service, you can forget about ever coming even close back to Arkansas while you’re in the service.” And I said, “Really?” He says, “Yeah.” And he said, “They have their reasons for that.” He said, “Listen, I’m from the state of Washington. I haven’t been within three states of the state of Washington since I’ve been in the service.” He said, “Second thing; you need to understand this is not cops and robbers.” He said, “It’s just not what you see on ‘The FBI,’” which was a [television] series that I watched religiously. “It’s not like that at all. It’s laborious. It’s boring. It’s pounding the pavement. It’s interviewing the people, knocking on doors, paperwork.” He said, “So if you think it’s glamorous, you need to get that out of your mind.” And he said, “And then I’ll tell you this—that they move you around—you don’t get much financial aid. And they might send you to New York City [New York], and you won’t get any more money.” At that stage, they didn’t make a difference. You had to make it on what you got. And, and I said to him at that stage—I said to him, “Mr. Moore, are you trying to talk me out of this?” And then he told me something that really made a lot of sense. He said, “No.” He said, “Director [J. Edgar] Hoover has stressed to all of us that when we’re recruiting, we need to go through what I just said to you be-

cause we're having way too many people come into the service, they stay—we put them—the training's expensive. We put them through the training and they stay a year, they're disillusioned, and they leave, because it's not what they thought it was. So Director Hoover has told us, 'I want you to be sure when you recruit somebody, they know what they're getting into.'" So I went home, and talked to Sue about this being moving around all the time. Now, that's the other thing. He said, "You'll probably move every couple of years." And she said, "I don't like the sound of that." And, of course, he had kind of burst my bubble about how exciting this thing would be, too so. [01:47:43] I was really lucky, because by that stage, I had really kind of fallen in love with accounting. I mean I loved that, too, and so it made it easy to make the switch. And so, I *tried* to go to work in the accounting department at Missouri-Pacific at their headquarters in St. Louis [Missouri], and they weren't hiring accountants then.

SL: Mhmm.

JM: And so I took a job, out of the paper. I took—I took a job, with [Dyke?] Associates—and Jimmy [Dyke?] and, you know, Frank [Dyke?] from Fort Smith.

SL: Uh huh, my dad worked for . . .

JM: And Nathaniel—Nathaniel [Dyke?] here in Little Rock and all that crowd. And I remember I was making \$400 a month, and we took a \$100-a-month pay cut. I started off at \$300 a month. [Laughs] And—but I had to get some experience in accounting because I still didn't quite have my degree. I quite hadn't graduated. So anyway, I went to work for [Dyke?] Associates. I learned a lot. I tell you, the reason I took that job—I worked with Don Goss, who was the controller in the general office there at 309 Center Street in Little Rock. That's where their head-

quarters was at. And, they had lots of companies. They had a lot of lumber companies. They had finance companies. They had insurance companies. They had all kinds of companies. And I got to keep the books for all those companies. Now you talk about a new accounting guy—that's heaven. I mean didn't have me over here in accounts receivable or some special area. I got to see it all come together—do the financial statements. And so it was a wonderful opportunity. I'd probably gone to work for \$250, you know. And so I worked there for a period of time. But Don—you know, I knew he would be there forever, and so I just had to try. [01:49:30] In the meantime, I became a CPA. And, and so I—I had to try that public accounting. So I went to work for a guy—a local CPA firm—Jim Maddigan and Company. And my first introduction to power business was, our clients were the eighteen electric co-ops in the state of Arkansas. We did the audits on all the co-ops on behalf of REA [Rural Electric Association]. They—they in effect contracted it out so they didn't have to have auditors themselves. And so, that was my deal, was to audit all these co-ops. So I got to know Harry [Oswald?], who's a famous guy. And I went to school with his daughter, but, got to know Harry real well, he was a good friend, and, got to know all the co-op managers. And I learned a little bit about the way all that stuff operates that way. But I tell you that I also had to do a lot of tax stuff, and I learned that I was not cut out to be in public accounting. In the first place, auditing is checking what somebody else has created, instead of being the creator. I mean I check what you created. But you had the fun because you created it.

SL: Right.

JM: So I didn't like that part, and I certainly didn't like tax because it's a nonsensical

kind of system. Accounting is very logical. I mean the theory of accounting is very logical. Tax law is crazy, and I didn't enjoy that. [01:50:58] And so, that's when I went to work for Bill Dillard for Dillard's Department Stores. Mr. Dillard was in Tulsa [Oklahoma] at the time. And, he wanted to—he owned Brown-Duncan. Brown-Duncan—Mr. Dillard—I'm trying to think of the name of the town, man it's awful. Now this see, this is where my memory fails me. But he was—not—it could've been Nashville, Arkansas. It was right down in that area. He had a general store. He was a CPA.

SL: Mhmm.

JM: He was an accounting man, and he had gone to work out of college. He had gone to work for Sears [Roebuck and Company], and he had really become interested in retailing. And until the day he died, he had such a great admiration for Sears, I learned. And so anyway, he had sold that little store and he'd bought a store called Spiegel's. Do you remember Spiegel's catalog?

SL: Mhmm, sure.

JM: He had bought Spiegel's in Texarkana. He had that for a while, and then he sold that and bought [Mayer-Schmitt?], which was the largest—what I would say, quality department store in Tyler, Texas. He still had that. And then he bought Brown-Duncan. He had bought Brown-Duncan in Tulsa, and ,turned that ship around like crazy. And so then he, he wanted to come back to Arkansas, and he wanted to come back to Little Rock. And so without a lot of detail, he bought Pfeifer's. You probably don't remember Pfeifer's.

SL: No, I remember Pfeifer's.

JM: But it was a very nice, good store.

SL: Mhmm.

JM: And then—and I—so when he was coming back—a man—a CPA, that was eleven years older than me, but he and I were friends from accounting organizations—named Ray Kemp. And Ray had been controller of M. M. Cohn's. And he, in his younger days, had been with a CPA firm that did audits of Mr. Dillard's operation. So he hired Ray to be the controller. No, he hired him to be the vice-president of finance. He hired me to be the controller—Ray hired me to be the controller. [01:53:09] And so, we set up Mr. Dillard's first centralized office in Little Rock, and, set up all the data processing—he wanted to centralize all his operations, so, that's what we did. And I worked for them—I only worked—it seemed like it was a lot longer—I only worked for them about two, two and a half years. Because at that stage—and I will tell you, if I might, this—I mean, this is—I loved Mr. Dillard.

SL: Mhmm.

JM: He was a tough operator. The guy was a turn—around artist. I mean, the truth is, is that he was able—he succeeded because he could produce the goods, and the bankers and other financiers had great faith and trust in him.

SL: Mhmm.

JM: So they would go with him on what he was doing. And—but anyway, he was a very tough businessman, and he—I had seen him fire people right on the spot, you know? And he had a little bit of a temper.

SL: Mhmm.

JM: And—but I decided to find my fortune somewhere else because Ray was only eleven years older than me, and I was at that time—I guess I was twenty-nine—

Ray was forty. I figured he'd be in that job forever, and I enjoyed retailing immensely. I loved it. I've never found—I've never found an industry I like more than retailing. [01:54:34] But anyway, I got hooked up with another retailer in Little Rock, and it was not on the scale of Mr. Dillard, but, this guy was a promoter, and he had a lot of potential. So I, I decided to take that job, and I told my boss, Ray Kemp, that I was leaving. "Oh," you know, "don't do that." And I said, "No, I've got to. You're here forever."

SL: [Laughs]

JM: So, I was going up there after I'd get off work at Dillard's, and the CPA up there, whom we all knew, a little fraternity, you know . . .

SL: Mhmm.

JM: . . . was showing me the ropes and showing me the ropes and all of this stuff. And, about two nights before I was to take over, he said—he was real nervous. He was acting real nervous, and he said, "Come back here. I want to show you something." [Laughs] And I went back with him. He kind of made me nervous. He opened up the safe. He said, "Now, I need to show you something else." And he takes out a set of books. He says, "Now, Jerry, these are our tax books," and we've been working on the real books. And I said, "Is this what I think it is?" And he said, "Well, now, wait, wait, wait. Everybody does it." I says, "We don't do that at Dillard's. [Laughs] I guarantee you, I—I'm the controller. We do not do that at Dillard's." And he says, "Well, but everybody does it. They may not do it, but everybody does it, so don't be—" I said, "I'm out of here. Forget it. I'm not—" He says, "You can't do that. I'm leaving in two days. You can't leave him like that—leave him stranded—" talking about the owner. I says, "Oh,

yes, I can.” And I left. And I went to the office the next day—well, I went home and I told Sue what had happened, and she said, “Oh, my. What are you going to do, Jerry? I mean we’re going to be without any money.” [Laughs] And I said, “Well, look. I mean I can get a job. I’ll find a job. I can go back and work for [Jim Matting?] or something. I can do something. Don’t worry about that.” So I’m in the office the next day, and Ray—now, this is where people recognize—Ray and I are pretty close. He says, “What’s wrong with you?”

SL: Mhmm.

JM: And I said, “Not a thing. I’m just perfectly fine.” He says, “Hey, this is Ray you’re talking to. I mean, what’s—has something happened?” And I told him. [01:56:52] Well, Mr. Dillard didn’t like for people to quit him—he didn’t. Because, usually, if you say—if you gave your resignation, I mean he’d say, “You’re fired. Leave now.” You know he was kind of like that. You know, I mean—he just—he was just a one of a—he was one of these guys—special guys. But anyway . . .

SL: [Laughs]

JM: So I’m sitting there, and it was like, 2:00 [p.m.] in the afternoon. The phone rings and it’s Mr. Dillard’s secretary. She says, “Mr. D wants to see you.” And I thought, “Oh, me! I mean, I don’t *need* him firing me or jumping on me or saying bad things to me. I’m already down enough.” So I hate going up there, and he’s in—he has moved his office up to another—up to Pfeifer’s. So I trudge up there, and I go in, and he’s on the phone. She says, “Have a seat.” So I’m sitting there, kind of like it’s execution time.

SL: [Laughs]

JM: And so—and he’s real gruff-talking, and anyway—[laughs] so he—finally, she says, “Okay, you can go in.” And I go in, and he says, “Jerry, get over here and sit down,” in front of his desk. And I sat down, ready to take my medicine. And he said—and this see makes me a little emotional, too—but he said, “Jerry, Ray told me what happened, and you don’t know how much I respect you for the decision you made.” Because Ray had tried to talk me into staying on—“Well, now you can stay.” And I said, “No, I’ve made my bed and I’m going to sleep in it. No, no, Ray, I’ve—I’ve cut the string, and that’s not fair to you all to be back and forth.” He [Dillard] says, “Ray told me what had happened.” And he says, “I mean I—I really respect you for that. I am very impressed with that with you.” He says, “Now, what I’m going to do,” he said, “I’m raising your salary to X,” which was a fifty-percent increase. [Laughs] And what he said was, “Now get your ass back down to the office, and I don’t want to hear another peep out of you.” [Laughter] Man, I got down to the office—I called Sue.

SL: [Laughs]

JM: I said, “You will not believe what happened.” [Laughter] And, I’ll be darned, I didn’t stay with them but about another six months, and I left him. [01:59:08]

SL: [Laughter] Oh! Still, what a great day.

JM: And went to work for AP&L [Arkansas Power and Light].

SL: What a great day. What a great turn-around in that twenty-four-hour period.

JM: Yeah, what a great guy, and we ended up on the same street. And my daughter runs into him—my younger daughter in Dallas. She was down there for a while with her husband.

SL: Uh huh.

JM: And she runs into Mr. Dillard in Dillard's, and she introduces herself, and he said, "Oh, yeah. Yeah, I know your dad." Said, "He used to work for me. Now he's my neighbor." [Laughter] I don't know whether he approved of that or not.

SL: [Laughter] Oh, sure he did.

JM: I don't know about that.

SL: Sure he did.

JM: But anyway, I got to know him a little bit—I mean, in the later years, after he was pretty much phased out.

SL: Yeah.

JM: And, the last time I visited with him at—at a party there on the street—a Christmas party, and he and I got over in a corner and relived old times, and I remember him saying, "You know, Jerry, retailing is not like it was when you were there. Those were the good old days. It's just so different now." He had that sadness in his voice, you know . . .

SL: Yeah.

JM: . . . about the way things had gone. Bill, Jr., was, at the university at that time. He'd come home and work in the summers.

SL: Uh huh.

JM: But he was still in school. But anyway . . .

SL: Okay, now . . . [02:00:22]

JM: I've got a lot of stories to tell about Mr. Dillard. One night I was at a party with Bill, Jr., and others, and—and I got to telling Mr. Dillard stories, and Bill had never heard any of them. [Laughs] And at one point, he was down on the floor rolling at some of these stories. I've got more stories about Mr. Dillard, and

they're funny as they can be, and he—he was a wonderful man.

SL: Well, do you want to share a few of them?

JM: But he was tough. No, I don't think I should talk about him.

SL: Okay. [02:00:51] We were talking with, Ron Robinson a little earlier. He thought that you maybe had a story about the Army—watching the Army roll by at the—I guess, during World War II?

JM: Oh, gosh, it was not—it is true, and I think I mentioned that to you at lunch that we lived at 2305 Pack Avenue.

SL: Mhmm.

JM: And that was—that was—basically, at that time that was the only way to get in and out of Camp Robinson. And so, you know during World War—during World War II—I mean there were just caravans all the time of trucks of soldiers and equipment and tanks and armored equipment and all of that stuff. I used to go out there—I was in the first grade. I'd go out there—I'd salute 'em, you know, stuff like that. [02:01:41] Then the other thing I'd do is, when cars would come by, not soldiers. I had this thing—I would—I had a—Mother had a garden hose in front, and I'd squirt cars that came by. One day this guy stopped—started chasing me. He chased me for about two blocks. I finally got—I went back and hid—my heart was beating like that. [JM slaps his chest] Never done it again. [Laughs] That broke me of that. But, no—but, I mean, I don't have any particular stories about that except that, having been at that age, and a very impressionable age and my brother was in the Army, World War II, while I'm very sorry it happened, I have a great fascination with World War II, and I like to watch all the movies and read about it. And, I like to talk to people older than me that was there. In fact, I've

got two guys at church, and I just talked to one of them just most recently—no, this guy's not at church. He's married to one of my cousins. But anyways, when we were in California—and he was telling he landed on the third day at D-Day, and he gave me the whole, very interesting story about his service and what all he'd done in Europe. He ended up with two Purple Hearts and all that stuff. I got another gentleman at church, who's real important to me, and he was at the Battle of the Bulge, and he has a lot of stories to tell about that. So, when, you know, when I talk—a lot—a lot of veterans in World War II that are still living don't like to talk about a lot of that stuff, and they just—you know, you can tell they just don't want to talk about it. But I enjoy talking to people that lived that. And I call that the real war.

SL: Yeah.

JM: You know, I have questions about whether the Korean War was important. Certainly, the Vietnam War and this thing we're in now—but World War II was a struggle for survival.

SL: It was pretty clear.

JM: And, so it was a little different.

SL: Yeah.

JM: Now I don't want to degrade the Vietnam War, because Ron was in the Vietnam War.

SL: I know that. I know that.

JM: I had to do a make-up there, Ron.

SL: [Laughs] [02:03:52] The other thing Ron mentioned to us was some, event in high school—you were on the stage . . .

JM: Oh, well, I don't—yeah, but that—that was—that is not worthy of discussion.

SL: [Laughs]

JM: I'm not—I'm not proud—I'm not proud of that moment.

SL: Well, I mean we don't necessarily have to get to the punch line on the deal,
but . . .

JM: Yeah.

KK: []

SL: But what I—what I found interesting was, you were on stage doing a Mexican hat
dance in front of . . .

JM: Well, I was in Spanish class, and I—you know, I didn't have any choice.

SL: [Laughs]

JM: I mean, I didn't—I tell you, I didn't want to do it, and the teacher knew I didn't
want to do it, as well as some other guys in there didn't want to do that little silly
thing. But—but, you know, it was either that or you're in trouble her, so . . .

SL: Right.

JM: . . . we had to do it. And I mean—but, I mean, that was—it was an embarrassing
moment, but . . . but I was—my reaction to it is not something that I care to talk
about. [Laughter]

SL: Okay. Well, we won't—we won't go there.

JM: It's not—it's not flattering to me.

SL: We won't go there.

KK: [] Tape change.

SL: Tape change. Okay''''

[Tape stops] [02:05:06]

SL: So when you guys get rolling, Ron, you should probably introduce yourself as . . .

RR: All right.

SL: . . . second team interviewer.

RR: I will.

KK: And I'm rolling, so . . .

JE: I'm rolling.

KK: [] to cycle down. You can go ahead and do that part.

JE: Yeah, we can introduce and get started. It should be off in a few seconds.

RR: Okay. Well, I'm Ron Robinson. I'm from Little Rock, and I have known Jerry Maulden since 1970, both as a friend and as a client. I was the account executive for Arkansas Power and Light Company and Middle South Utilities for over twenty-five years, and I was chairman, president and chief executive officer of his advertising agency, Cranford Johnson Robinson Woods. And, we've—we've had a lot of time together.

JM: We have.

RR: So—so we'll begin, Jerry.

JM: Okay.

RR: We're—we're out of college now. We've finished our CPA, and we've decided to leave Dillard's and go to work for Arkansas Power and Light. How—how did that come about? [02:06:12]

JM: Well [laughs], believe it or not, I was twenty-nine years old. I had thought—what I thought was really great experience. And I—I had a lot of confidence in myself at that stage, and so, I just felt like I needed to make a change for career growth, but the way I got that job was watching the newspapers, and, and then that was

not turning up anything and I went to a pay agency—a pay employment agency. And they—one of the prospects they had—and I want to tell you that during my career, I mean, there were a lot of different jobs I almost took . . .

RR: Mhmm.

JM: . . . and I didn't. And you know, I'd learned in life, I mean it can just be a lot of different routes you can take, and you just—the Lord has to be guiding you some . . .

RR: Sure.

JM: . . . to keep you going right, because some of those would have been terrible dead ends. But anyway, they—they had AP&L as a client. And so I went and interviewed, and learned about the way the company was organized and the different departments. And what I learned, most of all, that attracted me was that they had never had a CPA work for them, which for a company that large, I just—that was hard for me to believe. And I thought, “Boy, that looks like an opportunity for me.” And so I went to work for them, and, I had to pay the employment company half of my first month's salary, but that was fine.

RR: Probably the best investment you ever made.

JM: Yeah, it was. And I recall—I tell you something, I don't—Reeves Ritchie was the CEO—he was the president and CEO of Arkansas Power and Light then, and I knew the name, and, you know, back then he was kind of like up there with Mr. Dillard, I mean they were kind of giants, and I was still down here. And so I was sitting outside his office waiting to be interviewed. That was the last step to my being hired; I had to talk to Mr. Ritchie, and his assistant was sitting there, and—and I was getting a little more nervous by the minute because I didn't know Mr.

Ritchie at all. So I asked Carroll—I said, “Carroll, does Mr. Ritchie throw fits?” Carroll said, “Throw fits? Mr. Ritchie throw fits?” He said, “What do you mean by throw fits?” And I said, “Well, turn over chairs, throw things, throw things up in the air, go into a cursing tirade, that sort of thing.” And it just boggled his mind—he said, “Mr. Ritchie? No, Mr. Ritchie is a perfect gentleman.” And I thought, “Well, I’ve never known such an executive.” [Laughter] I thought they all acted that way.

RR: Now . . .

JM: So I went in and I learned that Mr. Ritchie was indeed a perfect gentleman.

RR: Indeed he was.

JM: Yes, yes.

RR: Really, one of the career choices at that point, too, was the FBI, was it not?

JM: Yes, and as I told Scott previously [laughs]—after they told me the truth about the service, that it was not all exciting on a day-to-day basis, and you weren’t chasing cops—or I mean robbers all the time, and—and they moved you around all over the country, and on and on, it became obvious to me and Sue that that was not be what we needed to do. And I was fortunate, as I told Scott. I liked accounting by that stage, so . . .

RR: Right.

JM: . . . it didn’t really bother me too much having a career in accounting. [02:10:02]

RR: And you moved to Pine Bluff, isn’t that right?

JM: Yes. The finance and accounting department for AP&L at that stage was in Pine Bluff, and, really, most of the operation—all the engineering—everything basically was in Pine Bluff except a few departments up here.

RR: And—and the—the treasurer at that time—you were a special assistant—the treasurer was A. B. Cohen.

JM: A. B. Cohen. That's right.

RR: Tell—tell him—tell us about him.

JM: Well, he was a self-made man. He had come up out of the storeroom, which was where the materials and supplies are, and he had become what was called store-keeper. I guess you'd have a modern title—that would be VP [vice-president] of materials or something. [Laughs] But then he became chief financial officer, and the treasurer and chief financial officer—vice-president. And anyway, he was a wonderful, wonderful man. We had almost like a father-son relationship, to be honest with you. He was just—he was so important to my career at that stage because he gave me lots of opportunities and I—I'll be honest—I think immediately he saw me as his replacement. And I think that's who—what's what they were recruiting for, really . . .

RR: Mhmm.

JM: . . . at that stage. And he had eight years to go. I was twenty-nine, so I figured, “Well, by the time I'm thirty-seven, if I do right—do right rule—then that's—you know, I can be vice-president and chief financial officer of a big company.” And I thought, “That's what my old boss was, Ray Kemp. That's about as high as I can ever hope to be. But, man, that's—I'd call that success.” So I was very pleased to be there. And, you know, I hadn't been there but about a year and a half, and Ray Kemp calls me up from Dillard's, and he said, “See, Jerry, you told me that I'd be here forever. Let me tell you some good news for me and, I think, good news for you.” He said, “Mr. Dillard has made me vice-chairman of the

board, and we want you to come back and be—and take my place.” And I said, “Well, Ray—“ I didn’t even say I wanted to sleep on it. I said, “Well, Ray, I’m really happy for you. You—you deserve it and all of that, but I don’t think—you know, I’ve left. You just can’t keep going back.” But what I was really thinking is that is a family-owned business, and it would always be pretty much a family-owned business. And—and AP&L was not. It was not. And I thought, “Maybe I’d just be better off here.” So told him, “I really appreciate it, but I’m going to stay where I’m at.”

RR: Right. And those were really happy years for you in Pine Bluff.

JM: Oh, they were.

RR: You know . . .

JM: Pine Bluff’s a great city. You know, I don’t know how it is today, but when we lived there people would say, “I don’t know how you—you know, why do you live in Pine Bluff?” And I said, “Well, first, my job’s here.” But I said, “People that pass through Pine Bluff—” at that time you didn’t have the bypass—“pass through Pine Bluff get the totally wrong image of Pine Bluff.” I mean Pine Bluff is a wonderful place to live. They have great people, and unless you get out into the communities and see the real Pine Bluff, you can’t appreciate it. So we really enjoyed Pine Bluff. But I want to tell you something—it’s flat, and I’m a hill man. [Laughter] And I missed—I missed—I honestly missed the trees and the terrain and everything, so I can’t say I was unhappy when I had the opportunity to come back to Little Rock.

RR: Right. [02:13:42] AP&L in the [19]60s was basically the company that R. B. Couch had built . . .

JM: Absolutely.

RR: . . . at that point, and was, really without controversy. It was the days of two-cent kilowatt-hours; electric bills weren't that high; competition wasn't that tough and everything. It was really a very happy, "helping build Arkansas" type company at that point, wasn't it?

JM: I like to say that until Sam Walton [founder of Wal-Mart stores] came along . . .

RR: Mhmm.

JM: . . . that R. B. Couch was the greatest businessman this state ever knew.

RR: Right.

JM: And that's true.

RR: And, of course, Mr. Couch had died in 1940, but there was—the people in Pine Bluff still knew and revered him, and there were lots of people who were working for the company who knew him. What . . .

JM: Absolutely.

RR: What can you tell me about R. B. Couch?

JM: Well, you know, I—I did not know him personally.

RR: Certainly.

JM: And even his successor C. Hamilton Moses, who today is somewhat of a legend in this state—I didn't even get to know C. Hamilton, so . . . Mr. Couch was an entrepreneur. I mean I don't have any stories that are kind of personal about his . . .

RR: No.

JM: . . . interfacing with people, but I know he was a heck of an entrepreneur. I mean, he—you know, he—[02:15:04] I researched his life because I made a speech down in Magnolia, where he graduated from high school. And so I was invited to

make a school—a speech at high school graduation. So I talked about the man that graduated from their high school to show them what can be done from a student out of that school, but—but anyway, you know, I mean, he—he brought the first telephones to southwest Arkansas. And you know—you the story yourself about how he started Arkansas Power and Light, how he owned railroads, how he owned banks, how he was close friends with FDR—with [President] Franklin [Delano] Roosevelt—how he put together Middle South with Mississippi Power and Light and Louisiana Power and Light and all of that. He was, really, he was a tremendous entrepreneur, and not unlike Mr. Dillard or Mr. Walton or a number of people that I’ve had the pleasure—like Mr. Dillard, he was—he was a great entrepreneur. And, so I—you know, I learned a lot from Mr. Dillard. Now, those others I didn’t get to work for. But I have to tell you—I told Scott—I really think—I thought the world of Mr. Dillard. [Laughs] I learned a lot. I was with him for a short period of time and learned three times as much. I could’ve—I mean, it was just—I learned a lot from him about how to run a business and how to make money.

RR: You bet.

JM: And I applied a lot of that at AP&L.

RR: Now, you and Mr. Ritchie . . .

JM: And applying—but let me just say this . . .

RR: Sure.

JM: . . . applying a lot of what I learned from him to AP&L, who had never . . . had not been run like that—maybe since Mr. Couch . . .

RR: Yes.

JM: . . . helped me a lot. [02:16:55]

RR: Now, you and Mr. Ritchie were reunited in 1969 or [19]70, when you became his special assistant. Tell me about those years.

JM: Well, I—you know I tell you, there's time in your life when things work out well for you. Mr. Ritchie—I didn't know it at the time—I don't think the others knew it at the time—but I'd say there were about four people in the company—and I was one of them—that were looked upon as potential vice-presidents of finance. In other words, it was my competition, and maybe enough potential to go to the top. And Mr. Ritchie set up a little—a little test. And we didn't know it at the time, but Mr. Dillard set up—I mean Mr. Ritchie told each of us, “I want you to go back. I want you to take two weeks. I want you to come up with a plan on how, one, to improve AP&L; how to help our profitability, which can help us reduce rates for our customers—come back with a business plan on, if you had the authority to do it, what would you do?” So we went back and did that, and that's where Mr. Dillard comes in handy because “did I apply his techniques or did I not?” And, I mean I came up with more ideas—solid ideas. Many of them were implemented. Most of them were implemented on things to do. And this [laughs]—I don't mean this to be bragging because I don't—I don't like that, but we went back and we each made our presentations. And I' have to say I was nervous. I mean I'm sure we all were. And you know every one of these guys that [laughs] I'm talking about. But anyway, we made our presentations, and their presentations were so weak, I could not believe it. I guess I was kind of pleased, but—but they just didn't have the imagination and they didn't have the advantage for having worked with Mr. Dillard, for one thing. And so, I put practical stuff on

it. Theirs was more theoretical. But I put hard stuff down there, and I think it blew Mr. Ritchie away, to be honest with you. And it was not long after that he invited me to be his executive assistant.

RR: Yes. And they—and so your—your next move really was to become treasurer, secretary . . .

JM: Mhmm.

RR: . . . vice-president, and eventually chief financial officer.

JM: Well, I was chief financial officer when I was treasurer . . .

RR: Right.

JM: . . . because Mr. Cohen retired. You've got to have a chief financial officer.

RR: And that was about 1973.

JM: The only thing I didn't have was vice-president, which I thought was unfair. They didn't give me that, but he didn't . . .

RR: And you were . . .

JM: That's an aside.

RR: And you were known within AP&L at that time as a pretty entrepreneurial guy. I remember something that you really made your name for within the company, and that was the development of the business game.

JM: Ah, yeah. [Laughs]

RR: Do you remember the business game?

JM: I do. But you know, I'd say, really kind of backing up from that, I had—you know, I had some—I had some minor relational problems because [laughs]—this will sum it up—I had a guy tell me once, “I don't want to hear you say one more thing about the way you did it at Dillard's.” [Laughter] And all I could say is,

“They needed a big dose of Mr. Dillard.” [Laughs] So, you know, at that stage they did. [02:20:29] But—well, I got that—you know, I had the good fortune—the company sent me down to Georgia Tech [University] to a public utility course down there. I was down there a month, and we used that. I’d never heard of it before, but it was a—kind of an econometric model where you can actually—this was back in the infancy of all of this stuff—where the students had to make decisions about marketing plans and whether they wanted to make, you know, more supply of their product or less, and what they were going to set the price at—all of this stuff was incorporated in all of that. And I—I mean, it was wonderful. I thoroughly enjoyed that, and we played as teams. And so . . .

RR: And this was at the high school level, right?

JM: No, this—they were doing this public utility course . . .

RR: Okay, I gotcha. Okay.

JM: . . . for us utility guys. And I as controller at the time that this was taking—of the company, so I came back, and I just—I saw the potential for that in high school and college, and so I brought it back and we incorporated at, I think, what is now UCA [University of Central Arkansas in Conway]. I think that’s where we installed it. And they used that—I don’t know, maybe they still use some for of it. They used that for years and years and years.

RR: Right.

JM: And I went up there for their first years, you know, and I stayed close to it and all of that. But—and I think we even arranged for the company to give prizes to the teams that—that won, you know, the . . .

RR: Oh, definitely. Well, you . . .

JM: So—but that was a . . .

RR: Just to remind you—[02:22:05] that was when you and Bessie Moore did some work together . . .

JM: Yeah, that's when Bessie and I became friends.

RR: . . . and that was for the—for the development—the association on economic education.

JM: Yes, that—in fact, I think it was through that that I met Bessie for the first time. Yeah.

RR: Right. The—the years that you . . .

JM: She was a very persistent—she was a wonderful lady. She was tremendously important to the economic education of this state, and she was a—I mean, she was persistent. It was—it was hard to say no to her.

RR: Indeed.

JM: And make it stick. [Laughs]

RR: And, of course, one of the powers behind the throne then was Dr. Charles Venus . . .

JM: Yes.

RR: . . . who was one of your advisers throughout the years.

JM: He was. He sure was.

RR: Very good. [02:22:53] Now, the early [19]70s were a time when the business at AP&L really changed, when the first rate increases—electric rate increases were introduced, and you were—were the chief financial officer then, and you were always on the hot seat during those years.

JM: Yeah.

RR: And on the front page and at the Public Service Commission. Tell us some about that.

JM: Do you remember the cartoon that [Arkansas Gazette cartoonist] George Fisher did when I became CEO?

RR: Yes.

JM: It was—it was the Ben Franklin thing, and Arch [Pettit] is Reddy Kilowatt . . .

RR: [Laughs]

JM: . . . with his hair standing straight up because he's being electrocuted with his kite.

RR: [Laughs]

JM: And he's handing it to me. [Laughter] And that's the way I felt, because we really were drowning. I was still chief financial officer of the company, even though I was chief financial officer down at Middle South at that stage.

RR: Right.

JM: Because they had not gotten around to replacing me, so I was working two jobs. But anyway, it was a dangerous time for the company and its future. And, so, you know, you just—you just start off and try to right the ship. But, it was a—it was a . . . I tell you the truth. I have to be honest. The more challenge there was, the better I liked it.

RR: Yeah.

JM: So I don't look back and those days [laughs] as being just awful. I look back as I had more fun in trying to solve the problem. Let me tell you, my working career—I've—I've—I've never had a job I didn't like. Even at the bakery, I liked it. Even at stuffing papers, I liked it. I've always—and God blessed me with

that—just be awful if you hated your work. But I’ve always—and one way I’ve done it is I make a game out of it. “Can I win? Can I win?” Whatever I’m doing; “Can I win?” And so there I was faced with a giant puzzle [laughs], and “Can I put this together and resolve the problems?” And so I had responsibility for the rate cases because I was chief financial officer, and I had the rate department—the regulatory part of it. And so, you know, that was kind of that era about that, and [02:25:23] I think the most important thing I had to do was to surround myself with the best people and the best advisers I could find, and I think I succeeded in doing that. And, I tell you I know—some people don’t like to staff with people that they think are superior to themselves because they’re fearful that that person could take their place. I never looked at it that way. I mean, good people will make you look good, and, and so that was my attitude; and not only with just officers, but also with board of directors—board of directors—same thing. Board of directors can speak to you so honestly like a set of officers can’t. You’ll hope they can, but sometimes they may feel compromised. But a board can—can set you straight if you’re off course.

RR: And you were very close to the board.

JM: And, I tell you—and, I tell you, if I had any success it was those two things. I felt—if I have a talent—I really don’t have a lot of talent—I really don’t. And I always considered myself—let me tell you something. I always felt like that I was not intellectually too superior to anybody else or not even superior to anybody else. I’m just kind of like a bee. But I always had the attitude—nobody could outwork me because there were only twenty-four hours in a day, and the worst I can do is time. And there’s nobody going to outwork me, and that’s the

attitude I always had, and—and so, but, I mean, if I had any success, it's that I think I had a talent for picking people. I really do think I can recognize talent. And, and therefore, I had to make a lot of changes and that sort of thing, but I did surround myself, I think, with as fine a set of officers as you'd find in the utility industry and recruited the best board I think you could've had at that point in time.

RR: You bet.

JM: And those two were tremendous resources, and any success I had was because of that. [02:27:29]

RR: After your successes with those initial rate increases and the election of Arch Pettit as chief operating officer of the company—president and chief operating officer—you moved to New Orleans [Louisiana] with Middle South . . .

JM: Mhmm.

RR: . . . Utilities. Tell us about those years.

JM: I'd like to back up and tell you a cute story.

RR: Please.

JM: This the way retirement happens. That's me—I'm in retirement.

RR: Okay.

JM: But, I tell you that it was our first rate case in about twenty-five years, and we were just being criticized, and Jim Guy Tucker was attorney general, and Jim Guy was politically just beating us to pieces. And we were in a firestorm, and A. B. Cohen, my predecessor, came back by the office and he came in and sat back down, and I was so glad to see Mr. Cohen. I said, "Mr. Cohen, [laughs] I'm sure glad you're here. I need some advice." [Laughs] And so I began to tell him my

problem and ask—I'm going to ask him, "Now, what would you do?" And I looked up and he was asleep. [Laughs] I thought, "Well, I'm not going to get any help out of him." But, anyway, he woke up and so I was—I started again, and he said, "Look. Stop." He said, "You know, I'm retired." He said, "I left it in great shape. I don't know what you've done to it." [Laughter] But that was funny.

[02:29:00] But, anyway, yeah, I had the opportunity—well, you know, I was very disappointed, frankly, that Arch got the job instead of me. I mean that's an honest statement. And the first thing I thought is "I'm going to leave the system and find me a job somewhere else."

RR: At that point you had been . . .

JM: Arch had a lot of talent.

RR: . . . with the company eleven years.

JM: Arch had a lot of talent.

RR: Yeah.

JM: A different kind of talent than I felt like I had, but—and I respected Arch. But he saw me as a threat. He didn't like me either, and he would've gotten rid of me except for the board of directors, who really liked me. [Laughs] He couldn't have ever gotten that through them.

RR: Mhmm.

JM: So I felt that. But, anyway, Mr. Ritchie came to me, and he said, "Jerry, I want to tell you that the board's going to elect Arch as chief operating officer, but I want to tell you real quickly—you're going to be a CEO in this system at this point, but, you know, you're a little young now." Well, I didn't think I was that young, but you know, you wouldn't at that age. And so . . .

RR: You were forty then.

JM: Yeah. No, thirty-nine. I was thirty-nine.

RR: Thirty-nine. Okay.

JM: Thirty-nine. And so then, I did start looking around. I interviewed at other places, but I had to move so far away from Arkansas for the opportunities that I just decided not to. And that was real quick. That was a re—that was a quick reaction because I had headhunters coming. [Telephone Rings] That's what headhunters do when they—when they see something like that, they go to the next guy and try to recruit him, you know? And—but Floyd Lewis interceded. And Floyd was, as you know chairman and CEO of Middle South, the parent company, and Floyd and I had a really tight relationship. And, so he came and invited me to go to New Orleans as what in effect was chief financial officer and vice-president. And I—and I talked to Sue. I just—I mean gosh, moving to New Orleans—I just couldn't—I mean I really had some real doubts about that. And my wise wife, whose practicality is superior to mine, told me that night when I found out Floyd was coming up and what he was coming for—I had a secret person tell me that. Sue said, "Well, Jerry, the first decision you've got to make: do you want to stay with the Middle South system or not? Because if you turn Floyd down, you probably may not get another opportunity from him, because he is after you so strongly. And secondly, after you do that—if it's to stay with the system, don't string him along. Don't make him wait. I mean, be enthusiastic and accept his offer immediately." So we met in a hotel room, and Floyd lays it out. And I said, "I'll take it. I am just—I just feel so pleased, and I'm flattered," and all of that. And it—it—it shocked him. And he says, "Well, I was going to invite you to come

down and look at homes.” And I said, “I don’t need to do that.” Wife coaching. And, boy, I mean, that just impressed him to death. He was so pleased that—you know, because he was relieved, too, because the whole system had a problem at that stage financially, and I was flattered that he thought I could be the guy that could help him handle that so. So that—I’m going to give all that credit to Sue—that—all that done was reinforcement my relationship with Floyd. [02:32:45]

RR: And so you and the family moved to New Orleans.

JM: Right.

RR: And you were president of Middle South Services Company.

JM: Well I was first, the financial officer.

RR: Right.

JM: And then I had the opportunity to become president and CEO of what we called Middle South Services, which provided a lot of services to all of the companies. And so after about eight months, I did that, and I was in that job for about two months. And on a Sunday afternoon I get a call from Floyd. And he says, “Can you come to the office?” And I said, “Yes,” and I went over to the office. He said, “The board’s going to terminate Arch and they want you to replace him. Are you willing to do that?” Well let me tell you something. New Orleans is a good place to visit, and I don’t want to pick on them right now [laughs] because they’re in a lot of misery [reference to the aftereffects of Hurricane Katrina in 2006], but—and I’d traveled back and forth between here and there forever, and I like New Orleans, but there’s nothing like Little Rock—nothing like Arkansas. And it was real flat, you know?

RR: [Laughs]

JM: You know, flat stuff. To listen to the [Arkansas] Razorback games I had to drive back and forth over the Mississippi River Bridge. And I only got it from about here and to here, and then I'd have to turn around and go back over. And that's the way I listened to Razorback games. Stuff like that'll drive you nuts. [Laughs] mean, I [laughs]—and so anyway, I had resigned myself to end my career down there, but, boy when I got that opportunity I was pleased to come back up here. And so that's the way I—that's what happened. [02:34:21]

RR: So in early May of 1979 you come back to Little Rock after Arch Pettit.

JM: April—April 30th of [19]79.

RR: April 30th. I remember that weekend fairly well.

JM: I bet you do. [Laughs]

RR: Thank you. And . . .

JM: You know, because I know how close you and Arch were, and I know how close we'd been, and that was not an easy thing for you to do.

RR: Well—but I will never forget the first meeting that you and Floyd Lewis and I had in his conference room, and he said, “Do you think you can do this, Ron?” And I'll never forget what he said to me. He said, “Well, Ron, you work for the corporation, you don't work for the men.”

JM: That's right.

RR: And that was that.

JM: Yeah.

RR: You came back to an AP&L that was in pretty bad shape.

JM: I did.

RR: This was following some pretty tough years with rate cases. It had some pretty

tough years with the new attorney general from Arkansas—you remember what his name was.

JM: And keep in mind, see, I had not severed with AP&L. I was still chief financial officer.

RR: Right.

JM: It's weird. I was still chief financial officer of AP&L while I was serving in these other posts, so I was totally up on what was [laughs] happening in Arkansas, and the problems we had, I mean. [02:35:50]

RR: And you—you wrangled with the new attorney general after Jim Guy Tucker was elected to Congress. What was that young man's name?

JM: Well a guy that I respected and liked a lot. We had a mutual respect for each other, and we had a—it was a, you know how some—I mean, he and I liked each other a lot, even though we were on the other side of each other.

RR: And who was that?

JM: Well, you know who it was—it was Bill Clinton.

RR: Okay.

JM: Now I call him Mr. President.

RR: And, when was the first time you ever saw Bill Clinton?

JM: I think when he was running for attorney general. I did not—you know, his race for the Congress was out of our district, but, well, I—I have to say that I was—Sue and I had become friends with his first cousin. And, we heard a lot about Bill before we ever knew him through them because they were real proud of him.

And they were our, kind of our next—door neighbors in Little Rock. [02:36:55]

And, so he's going to run for attorney general, and, and I support him. And a—

and a well-known utility executive of another company [laughs] called me up—said—said, “Jerry, that’s a *bad* mistake.” They’d seen where we had given him money. “That’s a *bad* mistake. You’re going—you’re going to pay for that.” And we—and you know, and he liked—he liked to kid me a lot after that about—“I—I tried to tell you.” But, anyway, Bill—all I can say is Bill represented the ratepayers of this state well [laughs], as Jim Guy [Tucker] did. And you know, I mean it’s like everything else. We were talking about Bob Lamb earlier—there’s two sides to everything, and, you know, so I mean, I can literally say that I never developed animosity toward Bill Clinton, and he didn’t toward me. And we’d talk a lot after hearings—I mean we’d talk a lot, and all of that, and so forth. And so we maintained a good relationship. When he ran for governor, I supported him. And I was again told by the same utility executive, “You must be a glutton for punishment.” And it turned out he was right in that first term. [Laughter] Because he brought Paul Levy in and Scott Trotter, who had been with him the AG’s office, and Wally Nixon and, you know, they, from their viewpoint they were doing what they thought was right, but they were, very antagonistic toward us. And they thought we were, outdated and, you know, they were younger. And I was telling someone here today that we had a lot of battles with the AG and with the governor, but most of that work was done by Scott and Wally, and later when Paul Levy come to head up Energy Department. And, you know we—we resolved a—I, in fact, liked Paul Levy, but we—we resolved all of that and Scott and I got back to be friends, and Wally and I got back to be friends, and so we’d go to lunch together. But the way it kind of broke the ice—I told them—and most of the argument was over the projected demand for electricity. They felt like the

conservation and all of that—we could get it down to would get it down to zero. And we were estimating too high. We were letting the history influence us too much, and with the rising prices, it created a dampening of demand. And so I said to them—I said, “Look, I’m willing to admit that we were half wrong, or we were only half right if you will admit the same thing on your side.” And they said, “Well, I think—“ because that’s where the numbers came out, you know and, so we just kind of decided to bury the hatchet. And later they both worked for us. One is an employee and the other is a—is a very important lawyer for us . . .

RR: Right.

JM: Representing us before the PSC [Public Service Commission]. [02:40:17]

RR: That was—that was also—of course, in his first term as governor, I believe Governor Clinton was quoted once as saying that “The best way to run for governor in this state is just to run against AP&L.”

JM: Well, let me tell you where he got that. I mean, the previous first rate—the last rate increase we had before the one that we’ve been talking about was—which was filed in 1979—was when Orval Faubus was—was governor, and he got elected—he got re-elected at AP&L’s expense. But now that was before my time. But I’ve heard too many people talk about he just beat the company up like crazy, and that got him a lot of votes. And so you know, politicians use what works.

RR: Right.

JM: And so Jim Guy used it successfully and, by the way, Jim Guy later became a very important lawyer for us—done some really important things for us that really helped us, and—and so, so Bill took advantage of that too. Now, I have to say, that it was like in rate cases—I would read all of our material, which would be

stacked up that high, on the testimony and stuff, and I would say, “They’ll have to give us every dime we’re asking for. They cannot deny any of it.” And then the intervener stuff would come in and the staff stuff, and I’d read the other side, and I would think, “My goodness, if we get a dollar, we’ll be lucky.” So, it’s like most things—I can argue the—I can argue both sides of most things.

RR: [Laughs]

JM: I mean, that’s kind of the way it was, really and truly. [02:42:01]

RR: Your—your years as president of AP&L and, and as chairman have been pretty much categorized as having four major strategies, and I’d like to talk with you about those.

JM: Okay. Could I—but could I name some of my board members? Can—are you going to give me a chance to talk about . . .

RR: When I come back to that . . .

JM: . . . some of my board members?

RR: . . . if you don’t mind.

JM: Okay. Yeah, because, I’m telling you that that board . . .

RR: Absolutely.

JM: . . . was a backbone for me.

RR: Sure.

JM: Okay? [02:42:30]

RR: The first strategy that you used was fuel diversification. And one of the big changes in Arkansas, even before you were made president, was the curtailment of natural gas . . .

JM: Right.

RR: . . . for generation [of electricity] and—so talk about the things that you implemented and that the people of AP&L implemented to help change that.

JM: Well, I cannot—I cannot take credit for the fuel diversification. That started—I came in kind of as that was starting. The only part I played in it, I was chief financial officer; [laughs] I had to raise the money for all these plants. But, you know, they did—we had a—we had a contract, if people can believe it, for twenty-five cents a million BTUs [British Thermal Units] for gas for all of our power plants from Arkla [Arkansas-Louisiana Gas Company]. And, Mr. [Witt] Stephens decided to raise the price, despite the fact that we had the contract. He said to Mr. Ritchie, “We’re going to have to renegotiate this contract because, the way things are, twenty-five cents a million BTU is too low.” My reaction was, “We’ll build a coal plant over on the Mississippi River.” Well, then he didn’t enforce it. Mr. Stephens backed off so we wouldn’t build a coal plant, so we still had twenty-five cents a million BTUs, and if you look at the price of today that sounds absolutely ridiculously low. But—but what happened was that Arkla and the other gas companies had success with the old Federal Power Commission, which became FERC [Federal Energy Regulatory Commission], to convince them that we were running short of gas and that it needed to be saved for critical manufacturing processes other than electricity, because we had other alternatives, like coal, and for other residential ratepayers, as Mr. Witt [Stephens] liked to call them? Cookie—what did he call them? Cookie cookers?

RR: Biscuit cookers.

JM: Biscuit cookers. And so, the old Federal Power Commission cancelled all contracts, and so—and that insulated Mr. Witt from being sued. You know in fact, I

mean, Mr. Ritchie told him, “Witt, now, we’ll have to sue you.” Well, that insulated from suit because it was the [laughs] federal government that cancelled the contract, in effect. So, at that stage, the—Mr. [Andrews?], who was president of Middle South, and Mr. Ritchie and the other CEO saw the need to, “We can’t continue with the way now gas rates are going up. And the fact that we’re even prohibited from using it,” which later got loosened up. “We need to find other methods, and so it’s either coal or it’s nuclear.” So we started off with nuclear, in the system and then we followed up with coal plants. And so that’s the way that came about. And . . . and it required . . .

RR: And that was further exacerbated by the rising price of oil.

JM: Oil and gas. And you know, natural gas tracks oil right, almost directly. And oil got up’—I can’t remember how high it got. It got up to about \$60 a barrel, I think. We were predicting \$100.

RR: Yes.

JM: And, and it didn’t reach that, but . . .

RR: In the 1974 energy crisis.

JM: Yes.

RR: Mhmm.

JM: During that time. And, and so, I tell you, [02:45:58] building these plants did require a lot of capital. And you put a lot of capital into your organization, you’ve got to have higher rates in a—in a utility setting, and so that’s what brought about the rate increases—I mean the first rate increase we filed that—I was talking about 1979—had to do with [A and O?] and the building of that, and so. That was a rugged time, and the company made mistakes. We—we over-predicted

demand in those years. It had always been ten percent a year and you could lay a straight edge and it would just be ten percent a year and had been forever. And, really, that crisis is what made it possible for people like me to become CEOs—is because, the engineers kind of blew it, really, because they were not willing—I remember all the debates—they were not willing to accept the fact that there was price elasticity—’as an economic term; that as prices goes up, it can dampen demand. And as price goes up, companies start building more efficient products, and consumers start demanding more efficient products. And so instead of ten percent a year, you know, it starts bending over, and right now it’s been running around three percent. Now, [laughs] Scott and Wiley were saying it was going to go negative, maybe like five or six or ten percent reduction. And that’s the reason I say we’re—the answer was kind of in the middle. But—but because of that, and there are huge building programs—the financial officer became real important, because it was not easy to raise all of that mass capital. In fact, I used to average, when I was chief financial, I’d average twenty-two trips a year to New York City [New York] just begging for money [laughs]—trying to arrange loans and trying to do all that. And so all of a sudden the—the expertise, the skills of financial people, see, all the utility CEOs at that time—electric utility CEOs—were engineers. But they began to see—“Hmm, these bean-counters do have something to contribute,” and it really did open up. And then you saw an influx of across the country of chief financial officers becoming the top guy. And that was—it was just—it was *that* change that really opened the door for me. Otherwise, instead of me it would’ve been some engineer. [02:48:33]

RR: Most people don’t know about things like due diligence briefings on Wall Street

and all of that. Share some about what that was like to go to Wall Street and go to Manufacturers Hanover Bank and make a presentation and all of that.

JM: Well, you know, thank goodness banks like to—they like to do business, too.

[Laughs] You know, I mean, it's a two-way street, and—and investment bankers like to sell securities, and investors like to buy securities. So, you know, it creates a—a nice situation there. But, as long as your financial strength of the company is in good shape, you don't have any problem at all. But when it starts getting very thin and your coverage is very low—and I'm talking about being able to meet your debt payments and all of that—then things get kind of tight. And so, you know I went through the easy part and I went through the hard part of that.

And the—you know, the process is such that, if you have attorneys representing you, you have attorneys representing the investment banking company, and you have attorneys representing the bondholders, and those bondholder attorneys are tough because you have to put everything about the company in some detail. And they emphasize the bad. [Laughs] They don't emphasize the good. They emphasize the bad. And the SEC [Securities Exchange Commission] requires that, and these attorneys have to make sure—they're representing the bond holders—they have to make sure that what's in that registration statement, which is what investors can use and read to determine whether they want to buy those securities, is accurate. And they can access the risk and decide whether they want to buy or not. So that—you know, that's what it is. A company's attorney is trying to put the best face on it. Usually have an ally in the investment banking firm because they want to sell them. And then you've got these tough attorneys over here representing the bondholders—the investors. And so, you get into some—you get in-

to some dazed deliberations over all of that, and finally resolving what it's gonna actually say. So, you know, that's—I mean, I used to just sit back as chief financial officer and watch them fight. [Laughs] I mean, because . . .

RR: Yes.

JM: You know, until they worked it out, because most of it was—was not expertise I had. It was what's legally required and all of that, and what the SEC law says.

RR: But I think you're underselling yourself a bit in that . . .

JM: But I did a lot of that.

RR: . . . you had a lot of confidence of the Wall Street bankers.

JM: Well, I had good—I had great relationships.

RR: And—and you had a great reputation . . .

JM: Yeah.

RR: . . . for honesty.

JM: Yeah, I did. I did. I had a lot of credibility up there, and I don't think they ever caught me in an untruth or anything because I don't think I offered up any.

RR: No.

JM: In fact, I was a little bit—[02:51:43] I tell you we had—we reached a point [electronic beeping in background] at one point where—and I—I'm going to talk about one man that was just extremely important to me in all of that. We got to the—we got on the verge—it had to do with Grand Gulf—we got on the verge of insolvency. Now, I don't say bankruptcy. Insolvency is where you run out of cash and you can't get any more, and you can't pay your current bills. And we got down to where we were skating on thin ice because we were having to pay for Grand Gulf, and the commission at that stage had not let us recover any of it, and we were in a

court fight about it. But it was that—in that interim, and I had—I mean I had bankers in Arkansas that wouldn't lend me money, and, that—I mean it—it was hard to get money. I mean, I—you know, it was—I mean I was calling Chicago [Illinois], L.A. [Los Angeles, California]. I was going all over the country trying to get bank loans to tide us through. I didn't lie to any of them. I always had—I mean, that's part of what it is. I mean, you tell them the—you tell them how it is, and they say, "Well, we think—we probably can't do that," you know? And I was getting that same answer in Little Rock, and I was getting desperate. And I tried several banks, and these guys are my friends. and I don't blame them. They had to do what was best for their bank. But they turned me down. And we were also in a suit with—we'd sued the Public Service Commission, and Stephens, Inc. had—because I was friends with Jack Stephens and Witt Stephens, and they're wonderful guys, and they were really helpful to me, but they joined in that suit. And—and so—so it wasn't just us by ourselves. And so, anyway, I went to this next bank—this last bank, basically, of any size. And I went there and I asked for an appointment, and it was Herbert McAdams. And I love Herbert. He's gone now, but I love Herbert. And I didn't really know him well because I—I worked with Bob Connors and his son, so I didn't—I didn't really work that much with Mr. McAdams. And so, I went there and he agreed to see me. He said, "Come in." And he had the most gigantic office I've ever seen. He was president and CEO—owner—he was owner of Union Bank. That was a humongous office, and the only [laughs]—the one and only time I was in, and he was sitting way back at his desk, and I walked in. And I started to go to his desk, and he said, "No, no, no. Stop. Let's just sit at this sofa." And so we sat down together on the sofa,

kind of like Scott and I were sitting a while ago. He patted me on the knee. [JM makes a slapping sound] He said, “What can I do for you, young man?” And I said, “Well, Mr. McAdams, we’ve got a really serious problem.” And I will say that—Bob Connors said, “You better talk to my dad.” I mean, “You better talk to my father-in-law about this.” That’s the reason I got to—but, anyway, I said, “Well, I’ll tell you, we—we’re—we really got serious problems.” And I said, “Now, I don’t want to mislead you, and I want to tell you how serious it is.” He says, “You don’t have to tell me that. Are you in need for money?” I said, “Yes.” He says, “Okay, you’ve got it. I’ll give you all we can give you. I mean, I’ll give you our legal limit.” I said, “Well, but, yes, Mr. McAdams, I need to tell you this.” [Laughs] “You just don’t know. I need to tell you.” He says, “Jerry, you’re my friend. Your company has been my friend for years. And friends don’t have to have it explained to them. All you need to tell me is you need me and you need our bank, and I’m there.” Man, I couldn’t believe that. I’m sure I got emotional, because I’m an emotional guy. And I said “Well, I just don’t know how to thank you for that, because it’s like life and death.” And then I said, “I’ve got another question to ask you.” [Laughs] And I said, “But we’re suing the Public Service Commission, and, it would really be great—and Stephens, Inc., has joined us—it would really be great if you could join us in that suit.” Now, I’d been told by the other banks in town that they would not even touch that at all. They wouldn’t even give me any money, and they wouldn’t do that, either, because I know what they were afraid of. They were afraid Bill Clinton would take the state money out of their banks. He said, “You got it.” He said, “Who’s your lawyer?” I said, “Hershel Friday.” And he walked over to his desk, picked up the

phone and called, and it's the father—Griffin—he was a lawyer of the editor over at the [Arkansas] Democrat.

RR: Sure. Griffin Smith.

JM: Yeah, Griffin—he had called Griffin Smith, and he said, “Griffin,” he said, “I’m here with Jerry Maulden. They need us to join in a suit against the Public Service Commission. He said Herschel is his lawyer.” He said, “You call Herschel and you do whatever Herschel tells you to do.” [JM makes a slapping sound] Hang up. [JM makes a slapping sound] “What else can I do for you, Jerry?” [Laughs] Now I mean, that takes a long time, but you talk about special moments in a lifetime . . .

RR: Mhmm.

JM: And you don’t think that there wasn’t anything I wouldn’t do for Herbert McAdams after that? Boy, he is one—and I found out, you know, later that he is a good Baptist. He was a—he was [laughs]—had the right faith.

RR: Yeah.

JM: [Laughs] I’m kidding about that.

RR: [Laughs]

JM: But he was a wonderful man. [02:56:57]

RR: Who are—who are some of the board members during that particular time that were a particular help to you?

JM: Well I was fortunate just because the ages—when I became CEO—just because the ages of the board members that were on the board at that time, were retiring off, and there were two board members that remained there. One was Bob Pugh from Portland, Arkansas—a big farmer and banker and other things, and Bill No-

lan from El Dorado. And, those two guys I'm really glad they were young enough to stay on because they were outstanding board members. And then I had the opportunity to recruit board members, and Floyd [Lewis] gave me full authority to do that, and, he had to elect them as the Middle South guy, but he let me do it. And—and we had—I think we had, like, eight, and I ended up with eighteen. I just couldn't get enough of a good thing, you know? [Laughs] But, I don't know, and you help me if I forget some of them, but, since we're here, Kaneaster Hodges was one of the early recruits. Well I've told her that story, and he agreed to come on. And, John Cooper was an early recruit—John Cooper, Jr.—excellent, excellent choice. And Tommy Hillman from Carlisle.

RR: Right.

JM: And Dick [Hurger?], at that time he had been real close to Bill Clinton and was a good friend of Bill's.

RR: Campaign manager.

JM: Yeah. And—yeah. And then . . . wait, I'm not going to forget.

RR: Bob Wilson.

JM: Then Ray Miller, who was a doctor here in Little Rock. In fact, he was my personal physician.

RR: Sure.

JM: And then, Gus Walton of the Walton family. And then . . . help me out here.

RR: Wilson.

JM: Oh, certainly—Mike Wilson. His dad—see, that old board were really my mentors, and his dad, R. E. L. Wilson, from Wilson, Arkansas, had been one of my greatest supporters. And Dick Butler and those guys had been, had been real big

supporters of mine, and—which was really very helpful to me—I’d consider them mentors. But Mike replaced his dad on that board, and . . .

RR: Kathy.

JM: Kathy Cunningham. And I had eighteen, so I don’t think I’ve named eighteen. I mean . . .

RR: The African-American lawyer from Little Rock.

JM: Yes, Woodson Walker.

RR: Woodson Walker.

JM: Anyway, I don’t know—I’ve—I’ve named a lot, and I’ve probably . . .

RR: Sure.

JM: . . . forgotten a couple just out of my getting older here, but—[03:00:05] but we had committees and—and I told this story to Scott—Floyd Lewis—I mean, I told every one of them, “When you come on, I’m—I’m bringing you on to speak your mind, to give me the benefit of your advice. And, you know, if you don’t do that, then you’re not serving the purpose, and I’ll really feel like maybe I made a mistake in putting you on the board.” And man, I didn’t have to wind them up very much. I mean, they really kind of played off each other, and they would challenge me. And I loved that, and I usually could sustain my position, but they would test me, test me, test me, about strategies or things we wanted to employ. And sometimes they—they would point out, and, I’d say, “Ah, yeah, you’re—you—I think you’re right about that. And maybe we’d better do this.” [Laughs]. So, they were very helpful. Floyd Lewis asked me once, he said, “Jerry, why in the world would you recruit directors that are *always* challenging you?” I said, “Floyd, the most important thing in my life, is they don’t let me walk off the

cliff.”

RR: Yeah.

JM: “And it’s easy to walk off the cliff, and—and I will be really disappointed if they don’t spot that before I go off the cliff, and they can’t do that if they’re not involved and don’t feel like they have a stake in it.” So we had a wonderful board, and we had committees. I had legislative committee, which was very helpful to me, and I had lots of things. And they helped me plan the strategy when we were in the big political wars and . . .

RR: Mhmm.

JM: . . . fights and things. [Telephone Rings] [03:01:43] One thing that people didn’t know at the time—for example, it was confected there with my legislative committee—I went to that legislative committee, which was all my good politicians were on that board . . .

RR: Mhmm.

JM: . . . including Kaneaster [Hodges] and John Cooper and the others. And I said—I said, “I’ve got this idea. The governor is elected every two years, and every time there’s a gubernatorial race, the candidates try to outdo each other as to who’s going to kick AP&L the hardest. I mean we just cannot get through a political race without the AG and the governor beating us up. And it would really be a lot nicer if it were four years, and not two years, and I’ve got an idea.” And they said, “Well, tell us about it.” I said, “That idea is, you know, we—we can get enough signatures to put it on the ballot for a four-year term.” And I said, “Obviously, we can’t let the public know that we’re doing it because even though it’s the *right* thing to do—I mean, it’s kind of crazy for a guy to be elected and then he has to

start running for re-election almost immediately. Even though it's the right thing to do, if they know we're involved it'll kill it." So I hired the Larry Wallace firm in North Little Rock. I told them what the plan was—"I hire the Larry Wallace firm. We'll get them to front it, and we'll get them—we'll pay them, but we'll get them to pay to get the signatures." And we have done—Cecil Alexander, as you know, was my chief political adviser, which was about as good as you could get.

RR: Mhmm.

JM: And I said, "If—we've done polling already. I wouldn't come to you without polling." And I shared that with them. [JM makes a slapping sound.] "This thing will pass easily—pass easily for the constitutional officers, if we can just get it on the ballot, we can do that. It might cost a little money." And they thought it was a wonderful idea. [Laughs] They said, "That's great. Go to it." And so we done that, and the Wallace firm got the signatures, and all of that—got it on the ballot. And Cecil Alexander and I caught a little, trouble when it passed. We—well, even before it passed, when it was on the ballot, because the—the state senators who were very good friends of ours and the House members—very good friends of ours—were insulted that we didn't include them [laughs] and lengthen their terms. And I hadn't thought about this, but they said, "You know, as long as you got a two-year governor, we got the upper hand. But you give him four years . . ."

RR: Yeah.

JM: ". . . you know, it reduces that. And we're your friends, and you ought to be thinking about us." But what they didn't know was we had done surveys to show—and then we had the county judges wanting in on it and everybody. But

we did surveys to show that the more we loaded on that thing beyond the constitutional officers, the less chance it had of passing. So we just bit the bullet and took the criticism and went on, and it passed.

RR: Yes.

JM: So we—we cut in half our misery every election. [Laughs]

RR: You bet. One of the . . .

JM: And I'm kind of proud of that, though.

KK: Change tapes.

RR: Certainly.

JM: Yeah, I was kind of—that was—I've considered that a . . .

RR: Yeah.

JM: . . . a good public policy . . .

RR: Oh, absolutely.

JM: . . . accomplishment.

[Tape stopped]

RR: [19]79?

JM: Yeah, he was until [19]70.

RR: Yeah. And . . .

Joy Endicott: I'm rolling.

JM: That was not very long. [03:05:06]

RR: Who else besides Gus Walton and Woodson Walker from Little Rock? And

[Hergood?].

JM: I think that was it. I tried—see, what I did, I tried to have—I tried to have the state covered.

RR: Who was the Pine Bluff coordinator?

JM: I tried to have the state covered.

RR: I'm trying to think who a Pine Bluff board member was.

JM: Well, Lawrence Blackwell was the old one that retired off . . .

RR: Yeah. Yeah.

JM: . . . but he was about to retire when I came, as president.

RR: And Nolan was the only one from El Dorado.

JM: Mhmm. He was—I mean, they were—they were—they were strategically placed.

RR: Right. [Telephone rings]

KK: What is that? Somebody's phone run out?

SL: That's the phone.

RR: But we're going to talk . . . [03:05:51]

JM: You know, one of the things I did too, I think—I made the company much more political.

RR: Yes, we're going to talk about that.

JM: Because here we are—our life and death is political . . .

RR: Yeah.

JM: . . . and I got people that are no more engaged in the political process than flying to the moon. And they're so naive about it. And I think that was something that helped a lot.

RR: You bet.

KK: You mean they thought that politics didn't matter? That they were more powerful than politics?

JM: Oh, well, no, not more powerful. That "I just got my job done, and that's keep the

lights on and serve the customer and, I'm not going to get involved in that stuff and . . .”

RR: Company of engineers.

JM: Yeah. Yeah.

KK: [] right back to that.

RR: Okay. All right.

KK: We're rolling.

JE: Okay.

RR: Rolling? Okay.

JE: Got sound. [03:06:39]

RR: Let's talk a little bit about making AP&L more competitive. You made some pretty tough decisions. One of them was reducing AP&L's expenses. Tell us about that.

JM: Well, I think, that was something else from Mr. Dillard's days. You see, there's a difference in the kind of industry, but it doesn't mean cost control's not important. But with Mr. Dillard, you know what our profit was—our profit—what he got? He got five percent on each dollar and then after the taxes he got two-and-a-half cents, so if somebody bought a \$100 suit, he got \$2.50 out of that for providing a great selection for them, a place—a nice place to shop—and all of that. Now let me tell you, that you could let your expenses go up five percent [laughs]—profit is wiped out. And so cost control when retailing is extremely important. Now, when you get into the utility industry—and there'd be other industries like this, maybe like the steel industry, but where the capital investment is your big expense, then the variable cost, your operation and maintenance costs,

are not as important to the bottom line, and as a result of that you can become a little bit lazy about really having a cost consciousness that you ought to have. And, I think that's where the company was at, and that's why I said I thought I could apply a lot of Mr. Dillard's thoughts to AP&L, that I think needed at that stage, and so we became a lot more concerned about cost control. And instead of talking about—well, you know, I mean if our expenses go up one percent, we're not even going to hardly see that on the bottom line, I talked about that one percent goes back to our customers, and so for that reason, you know, we've got to be concerned about it. And, I think I—I really was—I think I was considered maybe overly demanding and overly tight budgetary wise and all that, because I felt like I had to introduce a discipline to the company that I don't think they'd experienced before, and, fortunately, I mean, I know that it didn't make everybody happy, but I still think everybody accepted it and nobody, you know, revolted against me about that. So there were just a lot of things I did to tighten up the discipline of running a tight ship. Tight ship. [03:09:26]

RR: Be a little bit more specific. Tell me what you did about closing offices.

JM: Well, we had a management audit made—had a management audit made, which was really kind of in vogue—it was kind of in the early stages of that, and we hired a management firm to come in. And we had a little bit of urging from the commission [laughs]—I have to say that, but we did. And they let us pick the firm. And they came in, and, they had a lot of recommendations to make. And, frankly, we were a fertile field. And, when I say, “tightening up” now, they were helpful to me in doing that because they were able to pinpoint a lot of things that I couldn't possibly have found and didn't have time to do it. And so, anyway, as I

say, they were very helpful, and one of their recommendations was—and they were right—that with the new communications that we had—we were still operating things like the old days, like, we didn't have computers, like, you know, and all of that. And so, we had offices in every little town, and one of their recommendations was we could close these—they identified them—these offices, and the employees we had in those offices, like [cruise?] members, we could pool. We could take one town, like Beebe, and what we'd had in Cabot and some of the other little towns, they could be restationed there, and they proved the economics, that they could drive those miles if there's an outage about as quick as they could do it there and save a lot of money and all that. So, we went through that. Truth is, if I had it to do over I wouldn't have done it to the extent we did it, but we did close an awful lot of offices and we consolidated a lot of stuff. And it created a lot of political turmoil for me. And when I say I wouldn't have done it, it doesn't have to do with political turmoil. I'd already gotten pretty tough skin about that but, you would have delegations from these little towns. I remember Dumas, you know, we centralized in McGehee. Of course there's a big rivalry, and I had the same thing in—oh, my goodness—Forrest City, and what's the town right there close to it?

RR: Stuttgart? De Witt?

JM: No, on the same highway, on the highway to Memphis.

RR: Brinkley?

JM: Brinkley. Same thing there—I didn't realize the *rivalry* between those places. So you get delegations calling on you and saying, "Why are you punishing us?"

We've been your friends, but now we're going to be your enemies and we're go-

ing to do everything we can to try to hurt the company,” and all this. And we went though all that. But, the reason I wouldn’t have done it to the extent we did is because, I think I compromised customer service a little bit. And it’s not—I mean, because, sometimes these customers are having a hard time, they need to be able to come in and visit with somebody. And the ladies that you would have in those offices had lived there all their lives. They knew all these people, and it was like a friend, and they could come in—and that friend would know these people well enough they could make compromises. They could say, “Oh, Bessie, don’t worry about it. We’re not going to cut you off. You can—I know your check will be in next week, and pay us then.” We lost some of that. We became more impersonal, which you see a lot today—where you call up, you have to push the buttons and you never speak to anybody? So I just—you know there’s a balance there, between efficiency and what I call customer service and sensitivity. So we probably went a little far, but anyway, we did it. We backed up on some of them later. I backed up on some of them. Not because of political pressure, but because I felt like we consolidated too far and—and we—it was too many miles for them to come from a central location back to where you did have a crew. So we had to fine-tune it. I’d call it fine-tuning. [03:13:34]

RR: Well, there were also quite a number of bank accounts that were closed.

JM: What?

RR: Bank accounts.

JM: Well, we’re getting into the political stuff there.

RR: Okay [laughs].

JM: But, I had a philosophy. See I can put a good—I can put a good face on this and

not a self-serving face. The good face is that I believe that if you serve a state—if you serve a state, and you are extracting money when they pay the bill to you, that they deserve your business, versus sending it out of state. Now, I felt that way about banks. I felt that way about insurance companies. I felt that way about buying materials, office supplies, whatever it was. Because, it's—it's just the right thing to do, I think. And—but we did. We did, and—and I'll be honest; I led this charge. I mean, not everything I done—now this was later when I was—when I had responsibility for all the companies. When I became responsible for all the companies, we began to centralize purchasing. We centralized the banking. We centralized all this stuff. And, I did it, and then I recognized that was not a smart thing to do, but they've never gone back the other way, and it's not been helpful. And I think they ought to reverse the course, but they—but they haven't, and that's their call because I'm uninvolved. But—but anyway, that was all—you know so, when I talk about efficiency, you sometimes can carry it too far.

RR: Yup.

JM: And I think maybe sometimes we did. I think the thing you alluded to when we were off camera was, we had had rate increase after rate increase. Why? Because we were building plant after plant. [03:15:22] Plants were extremely costly, and it required that to be able to get the credit you needed to raise the money to build the plant, and, so, we were driven that way. And Grand Gulf was the big topper. When that decision went against us, unfairly, I say today, it was an unfair decision back then—shouldn't have happened. We got out-politicked I think, in Washington [DC] at the FERC level, but nevertheless, it was dumped on us, and when we—through the federal court, got—got a rate increase to help us pay those costs,

that's what had led to that insolvency thing I was talking about earlier. I just knew, I just felt—and we had a lot of people helping us get that done. I mean, everybody that we'd done business with was lobbying the PSC, was lobbying the governor, was lobbying the legislators saying, "You cannot let this company go—become insolvent. And what it's going to do to the credit, what it's going to do—you know, it's just not the thing to let happen." We had a lot of allies is what I'm saying. And a part of those allies was because we'd done business with them, and they wanted to—they wanted to be able to continue selling product to us. But, anyway, when we were successful through the court to get that increase, it was a big hit to the Arkansas ratepayer. [03:16:59] And, you know I feel like—and you know this—I lost the opportunity to be CEO of Middle South over that whole big issue, and the position I took and—but, anyway. I called—I called my staff together and I said, "We're gonna have to change our budget and our long-range forecast." And they said, "What about?" And I said, "We have had the last rate increase that this state can stand." This was in 1985. And they said, "Oh, no," I mean, "Jerry, we've got rate increases built in every year!" I mean, because, you know "and that's not coming out." And I said, "I *know* what the budget says—the forecast says. I understand that, but I'm telling you, take them out. We're not having any more rate increases for at least ten years." And I tell you, that group—you get—it's like—it's like being on a drug, you know, you're used to these annual rate increases, and all of a sudden I'm saying we're going cold turkey. And, they—you know, they kind of got angry a little bit, and they said—I think they thought I was being reckless, and—and so they began to question me, which I didn't mind. And I said, "Let me—let me just—I'm gonna sum it up for

you. And I have a feel for this situation, I think, far better than you do. We have used up *every ounce* of goodwill we've got in this state. Our friends have gone to bat for us to such a degree, in some cases to their detriment, that our reservoir of goodwill is gone, guys, and we're gonna *have* to make it without rate increases." And the chief financial officer [laughs], John Horton, said, "Well, how are we gonna do that?" And I said, "We're gonna have to cut costs. We're gonna have to get serious about this thing. We're gonna have to sell more product. And we're gonna have to do it the old fashioned way, but I don't—and if you ask me *how*, I don't know. That's the reason I got you guys! I mean, you know, you're no use to me if you can't solve this problem. And I'll be here to support you, but we've gotta do it." [03:19:09] And would you believe, that we went not only ten years without a rate increase, but, the rate increase that happened within the last year, and that was in 1985, was the first base rate increase we'd had. Now we have a fuel adjustment clause, and like, when gas prices go way up, we recover that, but I'm talking about base rates, which is real important. And—and that—I thought—and I thought that was a great—and you know what? And I'll tell you—you know, this is something. I called—what's the guy? He runs the—he runs the Northwest Arkansas Airport now. What's his name?

RR: Scott Van Landingham.

JM: Scott Van Landingham was a reporter for the [Arkansas] Gazette. Scott covered us. And so, I thought, "I'm gonna deliver this message to my staff in the morning, but man, you know, I'm weak. I mean, if it gets real, real hard, I might weaken. And I'm gonna have to go public with this thing. I'm gonna have to make a public commitment to them." And so I talked to Chuck [Kelly?], and I told

Chuck—I said, “This is what I’m gonna say.” And, he thought I was insane. I said, “This is what I’m gonna say to the Gazette reporter, and I want Scott Van Landingham because I like Scott.” And he said, “Well, what about the [Arkansas] Democrat?” And I said, “No.” I mean, I want—I wanted to play it up, so I’m going to give it to one paper. And I really paid a bad price for that from John Robert Starr later because I lied to him about it. I said, “It just leaked out,” but he knew I was lying. But anyway, he just told me, “I’m going to forgive you this time, but don’t ever lie to me again.” [Laughs] That’s what he told me across the desk from him [laughter], “Don’t ever lie to me again.” But anyway, so I had Scott over, and I told him that, and he had a—he’d been covering the [rate increase?]. He had a hard time believing that, and I said, “No, Scott, that is it. I’m telling you. None. You’ve got my word for it.” The next day, it was a huge headline—lead story in the Gazette. I don’t know exactly what the headline was, but—“Pledges no rate increases for at least ten years.” And that was the—what—what am I trying to say? That kept us honest. And that’s what I told the guys the next day. I said, “Hey, I’ve already gone public”—because, you know, they were shocked when they saw the headlines that morning. “I’ve already gone public with it, so it’s not a matter of whether we are going to do it or not, it’s a matter of we’ve got to do it now.” And, by golly, that group of executives got it done. They got it done. Sure did. [03:22:00]

RR: One of the—one of the things that you alluded to is that trying to make more connections within the service territory, and a lot of that had to do with AP&L’s traditional role of being a real economic development promoter for Arkansas. Share what you did in that particular aspect.

JM: Well, you know, we were driven as a company to be naive because we had been putting in rate reductions, up until I came along—we'd been putting in rate reductions almost every year, because every year the plants became more efficient as you brought on new, and gas prices were really low and so we could put rate [] in, and politics really were not that big a problem to you at all because you were invisible. And when we started rate increases though, we became a whipping boy, and, you know, if your constituency doesn't like you and you're a politician, you've got to react to that, and I understand that. And it—I—one thing I had to do was to re-politicize our company because they—they had no appreciation—except at the very top level—they had no appreciation out in the field for the importance of having good political relationships where you could at least go—have a relationship where you could sit down and tell your side of the story. And in many cases I found our managers out there all over the state didn't even know the legislative members—their legislative members—which was atrocious. And so, boy, I really—and I had one of them tell me, said, “Well, it's not in our job description.” Well, we fixed that, and it became a decent percentage of their pay—not necessarily to produce results, but to have a relationship and to know—and to support that legislator, you know. So that was one, I think, important thing that we done to try to face the future that we were in—the—the situation that we were in. The other thing—we talked about trying to resolve this economic dilemma . . .

KK: []

RR: Sorry.

JM: . . . in trying to resolve this economic dilemma of not having future rate increases because there's only two ways to do that. One is to operate more efficiently, and

the other is to have more revenue. And, we don't generate revenue out of thin air; it comes about from new companies, new industries, new jobs, and people having jobs, at that, that buy homes and buy appliances and that sort of thing, so it—it was obvious to me that we needed to really get back into economic development strongly. Sure, it was beneficial to the state and the people, but you know what, I have to be honest; it was self-serving, too. And so, Mr. Couch and Ham Moses had been known as perhaps the greatest economic developers in—developers the State of Arkansas's history. And we'd kinda over time, gotten away from that, putting in rate reductions and all of that, you know. And, everywhere—when I first became president, everywhere I went out in the field—besides that, people were saying, “You know, you all used to”—they had memory, the older people—“You had—you all used to do all of this, and why did you quit?” And I thought, “That's a good question.” And besides, needing more revenue—the legitimate way, not through rate increases—it—you know, we needed to do that. So that is when we got into Teamwork Arkansas, and I can't—I can't take credit for that. I hired a man that had been—had experience with that with AT&T—brought him in from outside. And I just simply said to him and his staff, “We need to increase revenues. We need to increase our presence in helping more industry come to Arkansas, to—better support for the industry that's already here to expand, and we need a program, a company program, to do that. You guys go away and come back with something.” And they did, and it turned out to be Teamwork Arkansas. And so that's—we're still doing that. I'm—I'm pleased to say my son has an important role in that whole thing. He has other responsibilities, but that's one of them. And so, we—we continue as a company to do that, and I used to make a—

you know, I'd make a lot of speeches, and people would say, "Now, wait a minute, Jerry, why are you doing this sort of thing? I mean, why are you . . .?" I'd say, "Hey, it's self-serving." And then when I'd explain it, they would say, "Well, why are you trying to curtail power at the residential level?" And I would say, "Well, would I rather use that power with residential customers, or ship it out of state, or would I rather use it with a new industry that comes here? Without having to build a new power plant, because that creates jobs, that creates residential customers, and so it's a more efficient use of your product." And then people wouldn't understand that when I explained—it almost sounded counter-intuitive, you know, to them. Yeah. [03:27:53]

RR: Another partnership that you worked in closely had to do with, I know, a personal desire of yours, and that was the development of the minority community. First it started within the company. Tell us about your personal feelings as it related to minority executive development.

JM: Well, yeah, it was really kind of a—two things went together, not only business development—minority business development, but also recruiting and all of that. I guess, given where I've come from, the stories I've already told, I have a heart for the underdog. I do. And, so I felt like one thing that we could do better than we had done—which, we'd really done none to speak of—was to do more business with primarily, not only—women, too—but primarily Black-owned businesses, as well as began to recruit harder—in fact, began to recruit, really, in the minority community, and also with women. And, so we set about doing that, and there was a lot of resistance to it. You know, I mean there just was within the company. And, but you know, if you're CEO you can overcome resistance

[laughter]. And so we really did begin that, and we were the first utility in the country to have a fair share agreement with the NAACP, and I'm proud of that.

[03:29:34] And that's the way I met Ben Hooks and came to love Ben Hooks, and we just had a wonderful relationship.

RR: Ben Hooks being?

JM: He was executive director of the national NAACP—had been for years. He was a—he was really a pastor, but he'd also had a law degree and he'd been a judge—he was the first Black judge in the South—from Memphis—that's where he was at. So we developed a great relationship. He invited me to serve on the national board of the NAACP, which I was pleased to accept. I served on that board about twelve years. [03:30:10] I—you know—kind of weird for a white guy, but I was on the executive—five-member executive committee for years, and I was the chief financial officer of that organization. And, and I have to say [laughs]—I have to say in the business community in Little Rock—in Arkansas—they thought I was a little bit weirdo, you know, I mean, that was kind of out of character—as they saw a corporate executive. But I tell you, I've told lots of people that of all of the volunteer work that I've done and organizations that I've worked with, I'd have to say that I got the most personal satisfaction out of that organization, and I'd have to say right there with it would be the Boys and Girls Clubs of America. But, but you know, not everybody agrees with all the things that the NAACP does. And I would have lectures about that, and I would have to say—but I don't even agree with Sue on everything that she believes or does, but I still love her, and she's still good for me. And while the NAACP may take sometimes some controversial decisions that I feel like they might be better off not to do, I

hate to think where this country would be had there not been an NAACP. So I was—I was a proud member of that board, and . . .

RR: And you contributed to it mightily at—share what you did on the seventy-fifth anniversary of the NAACP as it related to a fundraising concert. [03:31:535]

JM: Well, yeah, it was the seventy-fifth and so they were, you know, trying to decide, “What should we do to celebrate the seventy-fifth?” And, and I proposed that they come to Little Rock Central High—all of that—made it a really good place to do it.

RR: Can I back up for just a minute?

JM: Yes.

RR: Okay. That was in [19]87. [19]84 was when we did Ray Charles.

JM: Well, it was the seventy-fifth anniversary.

RR: That was the seventy-fifth in . . .

JM: It was—it was the diamond . . .

RR: . . . [19]87 was the thirtieth anniversary of Central . . .

JM: No, no I didn't mean . . .

RR: Okay.

JM: I didn't mean that—we're talking—we had them back—but I meant that Little Rock itself . . .

RR: Okay.

JM: . . . was you know, because of that . . .

RR: Sure.

JM: . . . was a logical place to have it. And so they agreed. They thought that was a great idea. And I said, “Now, I've extended the offer on one condition.” They

said, “Well, what’s that.” And I said, “I get to pick the entertainer.” [Laughs]

And they said, “Well, that’s fine. You can pick. Who do you want?” And I said, “Ray Charles.” So I called Ron [Robinson]. I said, “Get Ray Charles for me.”

And, and I said, “I’m only making one request, and that is that I want to meet just one-on-one”—now, you have to understand, from the time he sang “I Got a Woman,” I loved that guy. [Laughter] That’s when I came in with Ray. And he’s one of my all-time favorites. And so anyway, I said, “There’s one proviso with his manager. Tell him I gotta have a one-on-one with Ray and I don’t want anybody else in the room, just he and I.” And so Ron got it worked out for me.

So, I tell you, those guys were a little late getting there. Their advance guys said “Don’t worry. They do this all the time. They’ll be here.” And they were. I mean, it was right on time—not a minute to spare, but they’d done it. Put on a great show. We filled Robinson Auditorium. Had a great fundraiser. And when it was over, the manager came and got me and said, “I understand you want to meet Mr. Charles. And I said, “I do.” Now, I had been told that, for example, some times these guys or girls—ladies—are not in private what you see on screen or in a concert—that they’ve got a different kind of personality. And I heard that about two, three, four people, which I won’t mention—that people had experience with here in Little Rock. So I was nervous. I thought, “Now, I’m gonna be crushed if I go in there and Ray is not—is not like I see him.” Well man, I—he—the manager opened the door and said, “Ray, this is Mr. Maulden.” And I walked in and that sucker grabbed me [laughs], and he said, “Mr. Maulden”—you know how he does his arms? [Laughter] And he grabbed—man, we hugged each other and we talked and talked, and I said, “Ray, I been with you since ‘I Got a Wom-

an’.” And he said, “Oh”—you know how he wiggles? Oh, he wiggled and he said, “Oh, man, you go way back! You go back to the beginning.” [03:34:49] And that was one of the highlights [laughter] of my career. So anyway, that’s what I got out of that, and it was wonderful. But, anyway, I had a lot of good times with them. We had difficult financial circumstances with the NAACP. I—I was going to retire when Ben Hooks retired and come off that board, but they asked me to stay on for a couple of years, to help with the transition for the new executive director. I did that, but I was—it was time for me to get off. [03:35:24]

RR: And then, you really sponsored the thirtieth anniversary of Central High and the [19]57 [integration] school crisis by having the national board meeting here . . .

JM: Yeah.

RR: . . . and bringing the Little Rock Nine together. Share that.

JM: Well, it was just a special time. I mean, you know everybody was—with the NAACP was so excited about coming here on that particular thing. We had the Little Rock Nine here with us and I think if I remember, every one of them showed up. And President—see I started to say President Clinton [laughs], but governor at the time—was so gracious. He opened everything up for us including the White House—White House. See? I’ve jumped ahead—but the mansion—and so it was just a wonderful celebration. Everybody really enjoyed it. We went out to Central High, and a presentation was made out there. The Little Rock Nine got to speak, and it was just—it was great. [03:36:23]

RR: The reputation you have for developing executive talent is very well known. And many of the people who are on your staff went on to be chief executive officers themselves.

JM: Mhmm.

RR: Can you—can you share something about some of those people?

JM: Yeah, I can. I tell you, one that's happened recently that I would like—that I'm most proud of, and it's not being president/CEO, but, while we're on the subject of minority employment, there was a young man that—that I hired that came to work for us. He was an accountant. And, I kind of shepherded his career while I could. And, he was very, very bright, and he—he moved up in the ranks. And a former AP&L guy that I hired which I was real proud of who became senior vice president, chief accounting officer with the parent company, Middle South—now Energy Corp—retired just recently. And, and so . . .

RR: Who was that?

JM: Nathan Langston.

RR: Okay.

JM: So this young man—Theo [Budding?] is his name. And would you believe—and he'd progressed down as one of the people working for the parent company, he had replaced Nathan as chief accounting officer for the entire system. And I'm proud of that—about as proud of that as I am some of the guys that became CEOs, because he had a tougher road to go than they did. But you know, we had—I mean, Bill Cavanaugh was our chief nuclear officer, and a very confident guy—nuclear navy man. He'd been a—he'd been an officer—he came out of—he came out of the Naval Academy and—and he was our chief nuclear guy. He became CEO of Carolina Power and Light. They changed their name.

RR: Progress Energy.

JM: Yeah, just like Middle South changed their name. All the utilities have gone

through name changes, but he became CEO over there. A guy named John Marshall who was in our marketing department became president of Allegheny Power Company based in Pittsburgh [Pennsylvania]. Jerry Jackson became president of Louisiana Power and Light and had broader responsibilities than that.

RR: Jack King?

JM: Jack King became president of two or three different companies, down in Georgia—CEOs of those companies. And, a guy named Tom Kilgore became head of all the co-ops in the State of Georgia. And I'm probably forgetting some. You can probably prompt me here.

RR: That's a pretty good little . . .

JM: But yeah, but there's a couple more.

RR: Yup.

JM: I had one on my mind and then I kind of let it slip, but—but you know, it was all out of the staff I had. And every single one of them—Mike—Mike Bemis, for one.

RR: Beebe.

JM: Mike Bemis

RR: Bemis.

JM: Became president of a company, and I'm trying to remember the name of it, but it was up in the northern part of the country, and then he became executive VP . . .

RR: Comm-Ed.

JM: . . . of—of what was Commonwealth Edison, the Chicago Utility.

RR: Yup.

JM: So that was this cadre, and I was telling—I told Scott that—that was—you know,

I didn't—I said, "I don't have"—I didn't—I never felt like I had a lot of talent, particularly from an intellectual viewpoint, but—but if I had a skill, it was able to pick people like you—like people to surround yourself with—the board. I just always felt like I could pick good executive talent. And that was really—that was the difference maker. Yeah. [03:40:42]

RR: One of the—one of the aspects that always was so challenging to the people you worked for was, not only were you a master of running the company, but it seemed like you were all over the community doing all kinds of community affairs. Recount some of those chairmanships that you held during that time.

JM: [Laughs] I can't remember all of them.

RR: Okay. Well, I'll help you.

JM: Well I mean I was . . .

RR: AIDC.

JM: Yeah I was chairman of the Arkansas Industrial Development Commission and, president of the—chairman of the Greater Little Rock Chamber of Commerce, and chairman of the Arkansas State Chamber of Commerce, and . . .

RR: United Way.

JM. United Way. And all of the—all of the chairs that executives in Little Rock get a chance to go through and the state, you know [laughs].

RR: No, not all of them.

JM: Yeah.

RR: And—and, why do you think it was important, to do that?

JM: Well, I tell you, I—I had a—[03:41:49] I had a . . . a rule that I would not accept any [volunteer]—I would not accept any job outside the company and the com-

munity if I could not spend full time—if—if I could not do everything they expected of me and maybe more, because then you get this guilty feeling, “Oh, I’m not doing what I should be doing.” So the best thing to do is just not do it unless you feel like you can do it well. Most of the things I became involved in has to do with my early life and the things I talked to Scott about. About the importance of jobs for people and about how awful it is for a person to need a job, want a job to support the family, can’t find one, or to be in such a low-paying job they can’t support their family, can’t buy hospitalization insurance—medical insurance. And so I tried to—for the most part, I tried to funnel what time I had to give to that in that direction, or into the minority, what I call underprivileged sector. And I don’t say minority is underprivileged, I don’t mean that, but they are at a disadvantage from the viewpoint of society. [03:43:09]

RR: Reverend Hezekiah Stewart would agree with that. In Project Watershed—let’s talk about that for just a minute.

JM: Well, Hezekiah Stewart; I feel so fortunate to have met Hezekiah Stewart. And for those that don’t know him, he is a pastor here in Little Rock. He deals with people with problems almost constantly. His church initially was in . . .

RR: College Station.

JM: . . . College Station. And, he started a project called Watershed. And that was to help the people that needed food, that needed clothing, that needed shelters, that were in trouble, they were in jail, that couldn’t pay their utility bills. Just those people at the bottom of the economic strata that needed someone to love them, care for them, help them spiritually and help them economically. And he’s devoted his life to that, and he’s paid a heavy price for it. I mean, I won’t get into that,

but he—he has paid a heavy personal price for feeling that the Lord has placed him into this position. And he was married once to a wonderful woman named [Marsha? Marcia?] that wanted better for him and for her. And it came to the point she said, “Either we do that and move to California, or I’m talking our child and I’m going”—back to her home. And he prayed about it. He and I spent a lot of time together during that time because we were such good friends. I—I had a lot of burden that I was laying on him; he had a lot of burden he was laying on me, so we were like that. And he told me, he said, “Jerry, I went down to the river, and I prayed and I prayed, and the Lord will not release me.” His wife took the baby and left. Now that’s a heavy price to pay for the Lord, and to pay for his belief and what he’s doing. And he’s still doing that today. Very effectively, I might add. And I am so pleased he’s on the AP&L board—the Energy Arkansas board now, which is wonderful. [03:45:38]

RR: Another group that really benefited from your leadership, and your partnership with a friend was Herschel Friday and the Arkansas Repertory Theater. Can you talk about that a little bit?

JM: Well, I tell you, I was really fortunate that I was able to recruit Herschel to step in and kind of take that thing over when I kind of felt like I’d outlived my usefulness to the organization but. Well, Sue and I both—now, that’s a little bit different. This was more out of . . . I can’t—well, anyway, it’s something that we enjoy. We love theater [laughs], and so I got interested through Cliff Baker, who was the—the a—and I’m—what is it—artistic director.

RR: Right.

JM: And they were meeting in an old church over on the east side of town.

RR: Hunter Memorial.

JM: Yeah. And, so I got involved with them over there, and they—and I tell—I was blown away with the caliber of the shows, the plays that they could do. And so I did become very interested in that and so, you know up to that point, they'd never had a corporate fundraiser [laughs]. They were just making it on skin and bones, so, I did volunteer to get really involved and to start that. And we started having corporate fundraisers, and we helped them really move forward financially, and I was so pleased to do that. And I enjoyed it so much. And, and then you know, after a period of time, I mean you feel like you've done—I became chairman of the board and stayed at that, but you kind of need relief, and you feel like it's time to kind of give your time to something else, and I was really fortunate to be able to convince Herschel that he and Beth ought to get involved in that, and which they did. And they did a [marvelous]—and they took it to another level, which was wonderful.

RR: Another . . .

JM: And it's still going strong. [03:47:41]

RR: Something that's going awfully strong and that is here in Little Rock, primarily because of your leadership, is the Clinton Presidential Library, that you headed up the effort for Little Rock. Let's talk a little bit about that.

JM: Well, that—Scott may find this interesting, but . . . well, it was the same Herschel Friday. I think Herschel was president of the Greater—chairman of the Greater Little Rock Chamber of Commerce.

RR: He was.

JM: And so he came one day, and he said—and Paul Harlow—they said, you know,

“We need you to do this.” And it was to chair—to put together, really—create a committee to try to convince Bill and Hillary to put their library and presidential center here. And I tell you, at that stage, I really had my hands full, but—but I just, you know, I thought that it would be not—I felt like Little Rock—I’m not being jealous for Little Rock, but I felt like Little Rock was the right place—center of the state, more diverse [diverse] culture. Black community’s been important to Bill, all of that. So I thought, you know I thought that’s worthy. And so I agreed to do it. We were told, I was told, that it looked like that it was either going to go to Yale, Georgetown, or Fayetteville. And that probably our greatest competitor was Fayetteville. And I thought, “Man”—then I was told that they had optioned land up there on a—on a beautiful hill with lots of acreage, just a beautiful view. I thought, “My goodness, we’re starting so far behind” [laughs] “I mean, that’s really an uphill fight.” But, you know, I feel like right always prevails, so, I thought, you know, “I just believe that—I don’t know if we can match that, but we can put together a good story.” And so I recruited every close friend of Bill Clinton I could find—and Hillary [laughs] and asked them to be on that committee, which they all—I don’t think we got a turn down. Ron, you were my PR guy helping put together the proposal and all that stuff.

RR: Forty-four people.

JM: Yeah. And they all—they all were very gracious and agreeing. They attended every meeting. They were *committed* and really deeply felt in their heart that it ought to be here. And so, we—we put together a proposal and, and got it to Bill and Hillary. But I have to say, that that was a part that I played and it put in there a lot of options for here, and a lot of reasons, mainly—I tell you what we were

able to provide is this array of friends and the fact that from a cultural viewpoint, from a transportation viewpoint for children and schools and people in the state to come, this really was ground zero. And his years he spent here as governor and AG, but now, that was okay. But what the city board did, when they acquired land—you know you need—I mean, when they acquired land and did the things, and, and I think that Dean Kumpuris had a lot to do with it, too, because he helped—and I’m not saying the other directors weren’t really involved, but I look at Dean as a leader and I think he helped kind of get all of that done, so, it was kind of like, “Now—now look, Bill, I mean we’ve got the land, and we’ve got all of this, and it’s the logical place to put it, so. . .” I really felt like he couldn’t afford to say no. But, I mean, I could have understood if he put it at Yale, Georgetown. I could have understood it in Fayetteville—an interesting part of that—a little controversial, but I’m gonna go ahead and say it. Who was the . . . ?

RR: Ferritor.

JM: Ferritor. Dan Ferritor. [03:52:06] I tell—I tell you, I—I got to feeling so unsure that we could land this thing because of the Fayetteville and the relationships they have up there, that I started thinking compromise. And so I called Alan Sugg, a good friend of mine—I called Alan, and I said, “Can you get Dan Ferritor to come down here?” He was already down here, but—“Can you get Dan to come down and let us meet?” Because Dan was heading up the effort for Fayetteville.

RR: Yes.

JM: He was in charge. So we . . .

RR: And Sugg was on both committees.

JM: Yeah, we got [laughter]—yeah, and Alan said, “I feel compromised.” And I said,

“Well that’s okay. If you’re gonna be on theirs, you gotta be on ours.”

RR: That’s right.

JM: But anyway, so the three of us met in my office, and, and I said, to Dan—I said, “I want to talk to you, Dan, but I want Alan here because he’s got a foot in both camps. I’m willing to compromise this thing, and if we would put the part for tourists, more or less, in Little Rock, we’ll put the library in Fayetteville.” And that makes sense, it’s close to the university campus up there—I mean you know, that’ is the principal University of Arkansas campus, so the library up there makes sense”—I was really selling. “And then we—for tourism purposes and all that—we’ll have that down here.” And old Dan said, “We can’t do that.” And I said, “What do you mean, you can’t do it?” He said—he said “My committee would never let me do that.” He said “Will your committee let you compromise that way?” And I said “I haven’t talked to them about it.” [Laughs]” I said “But I believe in my power to persuade. I think I can persuade them to go along with that.” And he said “Well I can’t mine.” And I said “You don’t even want to try?” And he said “No. We want it all.” That was his words: “We want it all.” I took the gloves off at that stage. I mean, when that meeting was over, I told Alan, “It’s every man for himself now.” [03:54:05]

RR: Can I make one note?

JM: And I became—if I was not motivated before, I became *real* motivated then.

RR: Can I make one note that maybe you could say on the tape, okay?

JM: [Laughs]

RR: Dan Ferritor’s quote was, “We want all of it, or none of it.”

JM: Yeah, that’s what it was. Yeah. I said, “We want it all,” but it was that. Yeah, it

was, “We want it all or none of it.” And I thought, “how arrogant.” And, “You just—listen, boy, you just raised my competitive spirit here,” [laughs]. Yeah, Dan’s a great guy, but he did have a committee he had to answer to so—and guess who won? [Laughter] [03:54:49]


RR: I’d like to talk a little bit about politicians in Arkansas and your relationship with them during your time—just for the record.

JM: Yes.

RR: Let’s start with Orval Faubus. You met Governor Faubus, and—but didn’t ever have to—well, you served at AP&L when he was still governor, but this is just when you first started with the company.

JM: Yeah. I didn’t have anything to do with politics.

RR: Right. What about Governor [Dale] Bumpers? [03:55:28]

 JM: The first major politician I ever met in my life, really, was Dale Bumpers. And I liked him then, and I’ve liked him ever since. Dale was—you know, I’ll tell you, I was in the Kiwanis Club in Pine Bluff, and there was a guy named—Bobo was his last name. He had a—a feed mill company down there somewhere—can’t remember exactly, but it was agriculture oriented. And—W. E. was his name—W. E. Bobo. And so we always ate together with several guys—same people every time, meet each week and so when Dale announced, you know, everybody in the club—lots of people were laughing about “Bumpers”—I mean, that name, “Bumpers,” you know. They also laughed about, “Who is this guy?” [laughs] “Nobody knows him.” And I remember W. E. said, “Well, let me just tell you guys this: I don’t know whether Dale can raise the money or not, but I went to school with him—I went to the university with him—and if he can raise the mon-

ey, he's going to be a serious candidate. You just wait and see what I'm telling you." Everybody laughed at that. Nobody took that seriously. So one day I was sitting in my office in Pine Bluff, and this guy kind of knocks on the door a little bit—the door's open, but he kind of knocks and he says—he said, "Hi, can—can I come in for a moment?" I looked up, and it was Dale Bumpers. And, and I think, "Well, this is the guy that has no chance," you know? And so he had his yellow legal pad and his pencil, and he comes in, and the first thing he says is "I'm Dale Bumpers." And I say "I'm Jerry Maulden." And he's very nice. He says, "Do you have a few minutes to talk with me?" I said, "Well, sure." He said, "Well, let me tell you this. I don't have much money. I'm running on a very limited budget, but I'm interested in what you've got to say." And, I thought "Man, you've got me. I'm for you!" [Laughs] And I was for him then, and I stayed for him and, I just think he was a marvelous attribute for the state and for the country, and I wish he'd have run for president, but, he—he gave his position to Jimmy Carter, which I think he later regretted—in discussions with him. But he didn't do it himself because I think he had the idea first, to do what Jimmy did, but, but anyway, so, I just think that he is one of the best senators we've ever had. I don't rate him—you know, I can't judge all the senators we've had. I love John McClellan, just by reputation, and I loved Wilbur Mills. I mean he got all messed up, but I went up and visited with him. I was in a position of authority then. I went up and visited with Wilbur when he was thinking about—speculation he would run for president. And I was up visiting with him, and, and while I was there—it was really funny because, he gets this call and John McClellan was returning his call, and he says, "Well John, I just wanna know how you done it."

And, there's discussion. "So, that's all you done? You just—you just worked through the Coast Guard?"—not the Coast Guard, but—"the U.S. Corps of Engineers?" And I guess the answer was yes. So when he hung up, he says, "Old John got one of those tugboats named after him on the Arkansas River." He said, "I want one named after me." [Laughter] That's what he was working on, and I told him, I said "Well, I hope you run for president," but, of course, he never did so. But, but anyway, so I've had admiration for a lot of—I tell—you know what? It is absolutely amazing, and I am not a Huckabee fan at all, because he's in a different party, but—but I'll tell you, I mean I've been amazed at the attention he's getting. There's something in the water in Arkansas. We just turn out great politicians; that's all there is to it.

RR: Amen.

JM: Yeah.

RR: Let me mention a few other governors to you. [03:59:35] I know that you had a relationship with him because the two of us did together, and that was with Sid McMath.

JM: Yes.

RR: Tell me about Sid McMath.

JM: Well, I—you know, I—I had the pleasure, through you, to get to know Governor McMath. I didn't get to know him long enough, and maybe in the later stages of his life, but frankly, he was always kind of an idol of mine. I remember—the first time that I remember there being such a thing as capital punishment, he was governor. And I—I started this story with him, and man he finished it. I mean I'm talking about—what age was he when he passed away?

RR: Ninety-one.

JM: So he must have been like, eighty-nine or eighty-eight or something.

RR: Yeah.

JM: And when I started this story, I mean he knew exactly the case and talked all about it. But—but it was a nurse that had been murdered, and they were going to put this guy to death. And I had never thought about that. And I'm thinking, "Man, they're going to electrocute that guy." I mean, "Gosh, what—ew, that's—" you know, and—but the publicity was about whether the governor would commute him or not, and he didn't commute him. And he told me later, he said "You know," he says, "that was"—he said "I didn't sleep that night." He said "That was a very difficult thing." But anyway, he said, "The crime was so brutal, that I just felt like I had to let it go." So he was just a—kind of like a hero—and what I remember about him: he was a Marine. And I'm a World War II guy, and he was a Marine. And I love Marines' uniforms. Always, "If I ever go into service, I'm going to be a Marine because they're tough, they're the first there, and they also have beautiful uniforms." But, anyway, he was—he was a—he was—and then he comes back and he's a crusading prosecuting attorney, which appealed to me, wanting to be an FBI agent, you know?

RR: You bet.

JM: Sort of thing. And then he became governor, and was a great governor. I remember as kid, he was walking down Main Street with [President] Harry S. Truman and all that kind of stuff, so, I guess that was kind of the first governor that I ever knew there was such a thing as a governor or paid any attention to.

[04:02:00]

RR: How about Governor and Senator Pryor?

JM: Well, I mean, they just don't come any better. He has the common touch. You know, I mean everybody is different, but I think what makes David David is that he is the kind of people I was talking about way earlier, like just the common salt of the earth people. I think that's where David's at. I think it's where his heart's at. I think it's where his mind is. And you just see it in him in the way he works with people, and, and I—I—I love him for that. And I think he was a great governor, great senator. [04:02:41]

RR: How about Governor Frank White?



JM: Well, I tell you that—you know, Frank and I and Gay and Sue were friends. And, he was on one of our boards. And I can't remember—I may have put him on that board. But anyway, Gay and Frank and I and Sue used to go to football games together in Fayetteville and other places, and we were good friends. And in Clinton's first term, even though I had supported him, he loved Scott and Wally and Paul Levy more than he loved me [laughs]. We got beat up pretty bad in a lot of respects, and I just could not be for Bill that second term. And, when Frank called me—I remember, I must have been one of the first people he called—he called me, and he said, "Jerry, I'm going to run for governor." I said, "You're out of your mind, Frank." Now I knew he liked politics, but he never expressed to me he wanted to run for office. He said, "Yeah, I'm gonna run." He said, "I'm gonna run and"—I said, "Frank, you can't win. You're going to embarrass yourself. You're gonna just spend money and . . ." He said, "Look, you can't talk me out of running. I'm just calling to say I need your help." And he said, "Now, let me tell you something else. I'm going to run as a Republican."—he'd always been a

Democrat. I said, “Now I know you’ve lost your mind!” He said, “No”—he said “I can’t”—he said “As a Democrat I can’t beat Bill in the primary, but I can beat him in the general election, only if people like you will help me.” And I said “Well, I don’t think it can get any worse than it’s been with Bill”—big disappointment—“But, we’re going to be there for you, pal, and I think I’m putting my money on a losing horse, but I’m gonna do it.” And we raised a lot of his early money. We raised a lot of his early money, and—when nobody had faith, but we had reason to have faith—I mean hope. So we did that, and, and he won, and I couldn’t believe it. I was in New York—Sue and I were in New York, and my—and in my office among my executives—they stayed up—they were all at the office listening to the returns, and when he won, Jerry Jackson and others described the scene in my office back there. There was paper being thrown up—because we felt like we were being rescued [laughs]. Well, so that’s—you know, it started off that way. Well, to make a long story short—cut it short. [04:05:15] Let me say this. You know this yourself, that, if it’s someone that you don’t have a real close relationship with and they—they bang you up, or they do something to hurt you, you don’t—that doesn’t hurt as badly if it’s a friend. And so Frank was my friend, and we had great celebrations in the early stages of his governorship, but he began to get ready for the next election. And I think the only thing I could figure out is that he felt like because it had been so highly publicized—our relationship—and some things that happened—they probably weren’t smart. He sent the chairman of his public service commission over for us to interview him [laughs], and that got out—I don’t know how that got out, but that got out, and there was publicist—publicity about that. We probably should have refused. We probably

should have told Frank, “That’s dumb, Frank, don’t do that.” But anyway, there was publicity that he was in bed with us, so he began to feel like he needed to separate, and this is true: he became worse than Bill Clinton had ever been to us, and I couldn’t understand it. And he was going around to civic clubs saying, “If I’m re—elected, the first thing I’m gonna do is we’re gonna take over—the state’s gonna own Arkansas Power & Light, and the first action I’m gonna take—I’m gonna fire Jerry Maulden.” And I thought, “Uh, oh, boy, you done picked a fight now.” And we really had a bad falling out, and, guess what? We became Bill Clinton’s best friend. [Laughs] I’m serious. I mean, I went and I apologized to Bill, and I told him that I’d learned my lesson, and—and that just goes to show that you know, you think you’re smart and sometimes you’re not. And, and so from that time on, we supported Bill Clinton. [04:07:10]

RR: Right on through the White House.

JM: We didn’t—you know, I didn’t make speeches for him. [Laughs]

RR: I understand.

JM: I couldn’t afford to do that, and he wouldn’t have had me do that.

[Tape stopped] [04:07:16]

Joy Endicott: Okay, I’m rolling.

JM: And he asked me to do an interview with him. I told him flat, “No.”

RR: Yeah.

JM: And he said, “I promise you I will not do anything negative.” But he’s the same reporter that used to try his best, and did—everything that came out was skewed and negative.

RR: Yeah.

JM: And I told him no.

RR: I understand. Okay.

JM: He said, “Well, why?” And I said, “Because I don’t have to.”

RR: [Laughs]

JM: There was a time when I couldn’t say that, you know, when [] you can’t say no, but. . . .

RR: Ready when you are, Chief.

Kris Katrosh: Ready. Rolling. [04:07:56]

RR: Okay. Let’s talk about Governor [Bill] Clinton for just a moment and an incident that took place back after her was elected governor in [19]78 that involved you. You want to share that?

JM: You may be referring—yeah—you may be referring to the fact that earlier I had said that even though we were on opposite sides before the regulatory authorities, we had a deep respect for each other. And we would talk and, and I think, remained friends. So after he was elected he called me up—before he took office—and he said, “I’d like to you be my director of finance and administration.” And I said, “Well, Bill, I—I don’t feel like I can do that.” I mean, you know, this is a pretty good job I’ve got—I was chief financial officer—I said, “I don’t think Mr. Ritchie”—who was CEO—“will let me just go away and do that for a couple of years.” He said, “What if *I* talk to Mr. Ritchie?” And I thought, “Uhoh, as the incoming governor, he’s got [laughs]—he’s got a pretty good stroke, probably, with Mr. Ritchie.” And so I said, “Let me just be honest with you, I can’t take a pay cut—I can’t afford to take the kind of pay cut I’d have to take.” And he said, “Well, think about it, and we’ll talk again.” And I did, and I didn’t change my

mind. So I didn't do that. I was tempted because I like politics. I have a lot of respect for him. I thought he would really be a good governor. But maybe he thought he needed to get me out of there before he lowered the boom on the company [laughter] I'm talking about but, anyway, in later years and throughout the years, he's always—when he mentions that, he'll say, you know, “Jerry was wise enough to make the right decision instead of getting involved in politics. So . . . I—I wanted to do it for him, but I knew that from a view—from a practical viewpoint, it was not the thing to do. [04:09:59]

RR: Let's—let's talk for just a couple of minutes about the governor becoming president, and your involvement during that period and after he was elected.

JM: Yeah.

RR: When did you first know—that he mentioned to you that he was going to go for president?



JM: Well, as he was doing with a lot of people, he—I got a call, and he called me out to the mansion. And, he said, “Jerry, I'm going to run for president—run for the nomination.” And he said, “I want to tell you real quickly now before you think I've lost my mind”—because [President] George [H.W.] Bush had an eighty percent popularity rating at the time, he said, “I know it's an uphill fight, but at worst I lay the groundwork for next time because I will have an organization nationally and it'll put me in a better position for next time.” It was really interesting because as we would talk during the campaign—it was mostly with Hillary—things—you know, George [H.W.] Bush started going down and so forth. And I remember Hillary was in Pittsburgh [Pennsylvania], and she called me—it was about fundraising—and she—and she said, “Jerry, I think we've got a chance to

win this thing.” And I said, “I do, too.” And it was, you know—and it was kind of a thrilling moment, to be honest with—a thrilling moment because I’ll tell you that, all but one other CEO in the utility industry—electric utility industry—were all Republicans, and that was a guy that was CEO of Southern California Edison. And we were the only two Democrats. And those guys, when Bill announced, they used to give me more grief about that, and I’d just tell them, “Let me tell you something. If he can raise the money, he’s going to be president.” And they’d laugh and you know say, “Ah, you don’t know what you’re talking about.” I tell you, as things got more serious, I was on the EEI [Edison Electric Institute?] board—that’s our trade organization—those same guys would say, “Well, now, tell us about Bill Clinton.” I mean, “Help us understand him better.” [Laughter] And so, boy, the attitude changed about all of that, you know, and I was very proud of it, being a good Arkansan and feeling like he was equipped to do the job. [04:12:13] You know, we—we did our part—without getting into it [laughs]—we did our part early on, and I think that was important because people didn’t take him as seriously as they would later. And that’s where I got to know—oh, my goodness—the congressman from [Illinois]—Rahm Emanuel. Rahm was—was a—was in the fundraising end of that thing. And that’s when I got to know Rahm was back then. He was a very colorful character, and he still is today. But I was really proud of him [Clinton], and I just—I just knew—I just knew—I told that—I told that board once—I said, “Let me tell you something”—the EEI board—I said, “He could come in here right now, and I know what you all are saying about him—he could come in here right now. He would work this table”—and there’s, like, twenty-two of us on the board—“He’d work this table, and when he’s talking

to each one of you, you'll be the only person in the world. And when he leaves this room, eighty percent of you will be for him." They just laughed about that. Now the Republicans admit he's probably the greatest Democratic politician that we've ever had.

RR: Yeah.

JM: Maybe the—I shouldn't say Democratic—the best politician—don't want to limit it to just Democrat. So, I—I—I'm a Bill Clinton man all the way. And I'm a Hillary person, too. I love Hillary. [04:13:42]

RR: And—and during that eight years that—that President Clinton was in the White House, what was y'all's relationship?

JM: Well . . . well, we still had a relationship, but it was not like it was when he was governor. And I . . .

RR: Certainly.

JM: . . . and I tried to respect his time. I've always respected people's time because, you know, they have a job to do, and they know a lot more people than me and so forth so. So, you know, I was fortunate enough—he invited us to some nice parties up there, invited us to spend the night at the White House two or three times. [Telephone rings] Could have probably done it more. You know, I have a friend, Richard Mays, who's a black attorney here. He's a good friend. He told me once—he said, "Why, Jerry, you just—anytime you're going to Washington [DC], just call up and say, "I want to stay at the White House." He said, "That's what I do." [Laughter] Well, he's more forward than me. I'd never do anything like that, you know, but—and I had some issues that I needed to talk with the president about that had to do with the utility industry. And, and he even ar-

ranged—I tell you that this was really nice—10 Downing Street?

RR: Mhmm.

JM: He arranged for me to meet with a U.S. Ambassador—it was—it didn't involve, really, our country, but it was some red tape we'd gotten involved in England in some business we were doing, and he arranged for me to visit with the U.S. Ambassador, and I did, and, he in turn, arranged for me to go over to 10 Downing Street and meet with the chief of staff, and I did that. And I got to go in 10 Downing Street, which I never dreamed I'd do—be in the conference room and all of that.

RR: That's great.

JM: But, I will say this, that for people that have known him as well as I did when he was here, I bet I lobbied him less and asked for less favors than most people, because I just don't do that. [04:15:54]

RR: Can't—can't mention politics and Jerry Maulden without mentioning our friend Tommy Robinson.

JM: [Laughs]

RR: Say what you'd like to say about Tommy. [04:16:04]

JM: I love Tommy. I mean, Tommy . . . Tommy and I grew up in the same town and kind of from the same background, and he's ten years younger than me or thereabouts but, he's one of the funniest guys I've ever known. He could be a standup comedian, I mean, he really could be. And Carolyn, his wife, is just wonderful. She is just a . . . jewel. And they—he's had a hard time, and I think—you know, if he—if he saw this, he'd take issue and probably say some choice things to me, but the truth is I wish he would have stayed in Congress. I did work hard. Raised

a lot of money for him to go to Congress because I believed in him because I think that, you know, what you saw when he was sheriff—I mean, I don't—he got criticized for chaining prisoners to the state fence. They ought to do that. I mean, right now, you know, the city is giving the county problems about prisoners, but—but the county's backed up because the state won't take them, and so—you know, I—so I didn't disagree with that. And I thought he was a good sheriff, and, and I thought he would be a straightforward honest man as—as a Congressman. Now, a lot of people didn't. He was controversial. A lot of people didn't like him. But I'd known him for a long time, and I liked him. And so we really worked hard for him. I think he made a mistake when he left Congress. He could have stayed in Congress for a long time. He could have been chairing important committees up there for the state now [Phone rings]. Uh, oh. He could be a—he could be chairing important committees up there with the state now. But, his story was—I think he was influenced to run for governor for other reasons. And I told him, “You always have to question the motives—when people are trying to get you to do something, you've got to look behind the screen and see what's there.” But he said—and I think this is true—he said, “Man, living in—when you—when you are as poor as I am, and you're trying to live in Washington [DC] and have a home in Arkansas, and the separation that puts on your family”—he said, “Jerry, it's just a really hard, tough life.” And he said, “So I just—I need to make a change.” And he said, “I think, you know, I want to be elected governor.” And I told him, “Well, Tom, if you make that decision, I'm for Clinton.”

RR: Yup.

JM: And he said, “Oh, you'll come around. You'll come around.” I said, “No, I

won't. I won't. I've given my word, and I'm not changing it. And, no I won't." He said, "Yes, you will." And he—you know, when he got beat in the primary, which was humiliating to him, he wouldn't take my calls. And I'd try to call and, you know, kind of sympathize with him, but he wouldn't take my calls and, we drifted apart. And, more or less, after that last meeting in my office when I told him he was making a dreadful mistake, that pretty much was the end of our relationship. [04:19:33]

RR: You were a member of the famous Sam Walton Good Suit Club, and quite a leader within it. Talk a little bit about Sam Walton and the Good Suit Club.



JM: Well, I looked upon Sam as a genius [laughs], you know, from what he accomplished and what he did, but, I mean, even more than that, my admiration for him had to do with—again see you can tell, I like common, down-to-earth people, and I have never understood how Mr. Walton—I don't call him Sam—Mr. Walton could—could have achieved the success he was and maintained that common touch he had, that commonality. And so, having spent a lot of time with him in those sessions with the Arkansas Business Council—is the proper name [laughs]—not the one that [John] Brummett gave us—I got to see him up close and personal and, and boy, he was genuine. He—I mean, people would say that, but that is the way he was. And you would never know he had a dime or anything like that, so I really admired him a lot, not only for his business acumen but for his commonality. And, and you know, he formed that—he really—it was his idea. And what he stated at the outset is, "I want to give something back to Arkansas. Arkansas has done so much for me and my family, I want to give something back, and this is a way to help do that." And, I remember that . . .

[04:21:12] well, we did the Arkansas Business Code first because we looked around, and including our company—I mean, so many companies were registered in other states, not Arkansas, so you say, “Well, why is that? Why aren’t those fees being paid to this state?” And we found out that—the reason—and so we made some changes in the Arkansas Business Code to help alleviate that—where there was no incentive for a company to go out of state. But anyway, and so then we were sitting around, at the aero center out there for a meeting—the members met out there. And—and—and Don Tyson had flown in, and everybody was there. The topic was “Next subject that we need to focus on.” And I had been thinking about it because I knew what we were going to talk about, and I threw out—I said, “What about education?” And everybody—you know, it was just almost—I bet we had—we had—Ray Thornton was meeting with us, I think. I think we had invited Ray to meet with us for some reason; I can’t remember why. Anyway, everybody said, “Hey!”

RR: He was president of the University [of Arkansas] then.

JM: Oh, at that time, that’s what it was. I’d seen him as a judge. Yeah, that’s what it was. And everybody said, “You know, that’s a good idea.” “Well, yeah. Well, why don’t we make that our next project?” And, so we said, “Yeah,” and they said, “Well, how do we get started?” And I said, “Well, I don’t think, really, any of us around here”—and Ray hadn’t had long years in it, but—“are experts in education. [04:22:52] I think that we ought to hire the best educational consultant we can get.” And I remember this story because, I was sitting directly across from Don Tyson, and he leaped across that table—I thought he was going to come up and choke me or something—he leaped on that table, and he started hitting that

table. He said, “Consultant! Consultant!” He said, “That’s—that’s someone you pay to do the work you oughta do!” [Laughter] He probably thought, “That’s just like a utility executive.” But anyway—so, we didn’t hire a consultant. We didn’t approve a consultant at that point, but in subsequent meetings we sat around and we did come to the conclusion we didn’t know a thing about education, so we ended up hiring a consultant who came and did a lot of good work for us. And it—the timing was such that we kind of dovetailed with what Bill Clinton was doing with, with his educational reform legislation. So . . .

RR: For the [19]89 legislature that Hillary had done.

JM: Yeah. We were able to help on that, and one of them . . .

RR: The A-Plus Arkansas Program.

JM: Right. And so we were—we were able to help him a lot on that. But I tell you, I remember that one of things that was obvious; we needed to consolidate school districts, and that was on the consultant’s report. So we sat around, and we said, “Okay, well, then how are we going to do this? I guess we really need to get some key legislators agreeing to that.” And Lloyd George was chairman—Lloyd George was chairman in the house of the education committee. And so, somebody said, “Well, who knows Lloyd George?” And I said, “I know Lloyd real well.” [Laughs] I mean, Lloyd and I were friends. And he said, “Well”—somebody—I think Mr.—I think Mr. Walton said, “Well Jerry, why don’t you take Lloyd and talk to him and see if we can get some help out of him.” Lloyd wouldn’t mind me telling this story. So I called Lloyd up, and I said, “I want to take you to dinner.” And he said, “Okay.” So we go to dinner. And, so we’re—we’re having our meal, and he says—now, I’m a little nervous talking to him

about this but—so he says, “Look, I know you just didn’t bring me out here—
you’ve got something on your mind. You’ve got something you want from me.
What is it?” You know Lloyd; he’s very direct. And I said, “Well now Lloyd”—
and I started off: Arkansas Business Council had this—you know, we had this
done. And what we need to do is consolidate the school districts in this state, and
you’re in a key position, and you can help us get that done. And old Lloyd said,
“Stop right there.” And I said, “Well, I hadn’t finished.” He said, “Yes, you
have.” He said, “I just want to tell you something. Nobody knows better than I
do”—he said, “I want to tell you something.” He said, “I have been focused on
education longer than you’ve been alive.” [Laughs] He said—he said, “I know
more about education—I’ve forgotten more about education than you’ll ever
know. You can’t tell me anything about education.” He says, “And I know better
than you that we need the consolidation. But let me tell you something, I repre-
sent these counties, and we’ve got X-number”—he knew exactly—“We’ve got X-
number of superintendents—school superintendents. We’ve got X-number of
this, that and so forth.” And he says, “Mr. Maulden, you just need to understand,
I’m not ready to leave the legislature.” And he said “That would be my—that
would be my political death.” So you—you know, “I understand—I understand
why, and I agree with it, but I’m not your man.” I went back and reported
[laughs] that to the group, and they were—they were—those that were assigned to
other people were finding the same political resistance, and so we never did get to
first base with that. [Laughs] [04:26:42]

RR: Running a little short of time here, so I—I want to just cover a couple of quick
things for you to say a paragraph on, okay? This is about Jerry Maulden, the man,

all right?

JM: Oh.

RR: Jerry Maulden loves the [University of Arkansas] Razorbacks [athletics].

JM: Yeah.

RR: Talk about that. [04:26:59]

JM: Well, I bleed red. I'll tell you that—you know, from the time I was young, I mean real young, I used to listen to Razorback basketball games on the radio long before TV. And I used to have them—I don't know if I still do—I'd lay on the floor, and I would keep the scores. I'd fill out the players on both teams, the officials, the whole deal. And I would keep the score. And, so I mean, from that point forward—that goes back—I could take you back to the coaches and the players and all that. And from that forward—now, for football, I go back to Clyde Scott, Doak Walker—that's about where I came in there. And, you know, I used to go to War Memorial Stadium [Little Rock] as a kid. I'd ride the bus and the streetcar out to War Memorial. And, and that was when you didn't have to worry about getting tickets. I 'could just walk up and buy a ticket. So, it's a long, long, love, and what's laying beside my bed right now is the football program—I—the official thing that the athletic department puts out on the football program—and I'm going through and studying all the players and reading about them and then going back, so, you know—I mean, I do. I love the Razorbacks, and why is that? I'm not really sure, but—first, I like sports, but it's Arkansas, too, but it's—you know, just . . . [04:28:31]

RR: You love to travel—foreign and domestic.

JM: Right.

RR: And you and your wife are doing a lot more of that now.

JM: We are.

RR: Talk about your love of . . .

JM: Now that we've moved here, we're going to do even more.

RR: Talk about your love of New York.

JM: Well, I just think it's the center of the world [laughs].

RR: Okay.

JM: I mean, I guess that's the best thing I could say: it's the center of the world. We like Chicago a lot, but we love traveling abroad. I mean, we just finished a trip to Antarctica. We did Buenos Aires [Argentina] and did Antarctica and then came up to Santi—Santiago, Chile. And, and I'll tell you Antarctica was so different from anything we've done, and it was so . . . it's hard to describe, but it's a place that I want to go back to, but I want to go deeper this next time.

RR: [Be darned?] You love the movies.

JM: But we do, we love to travel, and that—that's been a—that's been a beauty of retirement. You—retirement for me has been—has worked out perfectly because, grandchildren, travel, church, taking care of personal business—I don't have anymore time.

RR: How about to watch a movie?

JM: Not seeing as many movies as I need to, but I will say this: when we were in California, we went to three movies out there after we—after we sent the grandkids back home. [Laughter] We're behind on movies, Ron. [04:30:05]

RR: Frank Broyles.

JM: I only think he is the absolute greatest athletic director that has ever been in this

country. And I think that . . . his method of coaching, was the way all coaches ought to coach: surround yourself with the best assistants, when they don't perform, you replace them. And, he was a—he was a CEO—you know, he would have been a—he could have been president of General Motors and been successful. I mean, he—you know, he had the talent, the skill, to pick good people, and, I—I just think—and, you know, listen, I remember people will sometimes—I'm very defensive about Frank Broyles. I am. And if you want me on your case, just say something negative about him, because, those people that will say negative things about him don't remember how it *used* to be. They don't remember when every program we had went nowhere. Football, basketball, track, baseball, all the sports, every one of those sports has grown under him, including women's sports, and I know that they have a separate athletic director, but they get money from the men's side of things, and. And he has built a complete athletic empire up there, as far as I'm concerned, and it wouldn't have happened without a guy like Frank. And I know some people said at the time, "Well, he'll just be football." That's not Frank at all. [04:31:33]

RR: Will you allow me one personal question here?

Scott Lunsford: I think you—I think you can go ahead and finish this out. I mean, you've got. . .

RR: Okay.

SL: I mean, you've got successes and failures and future.

RR: Is that all right?

SL: Yeah.

RR: Okay. [04:31:47] I would love for you to tell the story how—I'll never forget this

story that you told me—about what Jack Crow told you when he was football coach at Arkansas, and about calling him.

JM: About calling?

RR: About call—calling people when they don't win. The time that people want to hear from people—that nobody calls when you lose, but that's when you want people to call, and that was an important lesson to me.

JM: That Jack Crow told me?

RR: Yeah. Do you remember that?

JM: No, I don't.

RR: Okay. All right.

JM: I remember a lot about Jack. I really liked Jack Crow.

RR: I know.

JM: He was a great guy—could've succeeded, but . . .

RR: Can I remind you real quick . . .

JM: The man I called . . .

RR: . . . so you can tell it?

JM: . . . the man I called when he fired him.

RR: I know. You . . .

JM: The man I called was Frank Broyles, to tell him that "I'm with you. I think you made the right decision," even though I was a friend of Jack Crow's.

RR: Jack Crow told you—he said, "Everybody calls when I win, but nobody calls when I lose." He said, "That's when I need people to call me."

JM: Yeah. Well, that's probably true. Everybody loves a winner, Ron.

RR: Yeah, I understand. There's nothing like a "W." [04:33:04] He used to be a

competitor, but he's always been a friend, and that's Mack McLarty. Tell me about Mack McLarty.

JM: Well, I think he [laughs] . . . I had a relationship with his daddy before I knew Mack. And I knew his dad as a really good, hard-nosed businessman. Mack comes along, and he's gettin' involved in the business with his dad and he's got that, "good touch," I mean he's—you know—you know what I'm saying?

RR: Mhmm.

JM: I mean, he is diplomatic and he—you know and all of this. And so we—I do some business with his—his companies—or his dad's companies, and, we get to know Mack and become friends. And, I become an admirer of his, and I think he is an admirer of mine. And, he calls me up one day, and he says "Jerry, I want to tell you, Sheffield Nelson called me and asked me to go on his board." He said, "But I told him I can't do that right now. I've got to think about it." He said "And I'm calling you, and if that will hurt our friendship, at all, I'll tell him no in a second." And I said "Son of a gun, old Sheffield—he's outdone me again." I said, "No, man, take the—take it." "But," I said, "it just really kind of—I'm disappointed because he had the idea before I did. I should have already had you on this board." [Laughs] So he went on that board, and you know what happened after that. We remained friends and—I think he was the first guy—honestly, I think he was the first guy to call me from Washington when it got out that I was going to retire. And he was telling me, "You can't do it. You'll die. You're a workaholic." But, so, he's—I admire him a lot. He's a good Arkansan—he's a good, strong Arkansan. The only disappointment I got—I've urged him over and over through the years to run for governor. Maybe some day he will. He said—

maybe someday he will. I think he's enjoying himself right now. [04:35:21]

RR: Tell me about Jack Stephens.

JM: Well, Jack and Witt were—Witt first, before I really got to know Jack. I'd just become CEO, and I didn't really know anything about—I didn't know very much about politics at that stage. And, so I knew we had a problem with the legislature. I knew that. I knew the company was poorly represented out there, and—and we didn't have any allies out there. And I talked to several people. I talked to Knox Nelson, Buddy Turner. I talked to Herschel Friday. But I talked to Witt, too. In fact I didn't—Witt called me up and, said "I just want you to know, if there's anything I can do to help you, I'm here." And I went over to see him, and he told me—I mean, I think he delighted in it, because, I told him issues and stuff, and he said, "Who do you need?" [Laughs] [] votes. And I said, "Well, here are the key people." He said, "I'll handle it." And he did. I mean he'd get on that phone. He'd call them, and he was really—[laughs] I guess if you're Witt, you can get away with it, but, he called this one guy up, who was chairman of an important committee and, he said, "Are you treating Jerry okay?" The guy must've said, "Oh, yeah, yeah." He said, "Now, I've told you I want you to do whatever he asks you to do." And he hung up, and I said, "Oh, he's been fine. He's been fine." He said, "Now Jerry, you don't know him like I do. You have to wind him up occasionally." [Laughter] Oh, gosh. Mr. Witt was wonderful, and I loved to go over to his lunches and stuff. And, and Jack and I—it was really Witt first, and then I developed a good relationship with Jack. Jack was very helpful and—not politically, but he was just a good adviser.

RR: Right.

JM: You know, when I'd have frustration or new ideas for borrowing money [laughs] or something, he could give me—point me in the right direction sometimes, and so, those two guys I thought the absolute world of. [04:37:36]

RR: Couldn't wrap up a political discussion without mentioning Cecil Alexander.

JM: Well, the story on Cecil is that—what Knox Nelson told me and Buddy Turner, and they were pretty much the influential guys in both the Senate and the House. And I'd gone to church with them—Southside Baptist Church in Pine Bluff, and that's how I got to know them. So I knew their families, and I knew them. And so when I became president, I knew—I was smart enough to know we didn't have good relationships at the legislature, so I called Knox and Buddy up, and I said, "Guys, you all are old politicians. You know the legislature inside and out. I know we've got a problem. Would you guys serve as my mentors?" And they said, "Well, yeah, Jerry. Yeah, we'll be happy to be your mentors." I said, "All right." So I go down, and they'd gotten together, and they gave me a list of ten things—I didn't know it was going to be exactly ten when they started talking, but they gave me that, and I wrote every one of them down. "This is what you need to do." And so one of those things—I won't go through all [laughs] of them, but one of those things they told me I ought to do is that "The two guys you've got representing the company out there are nice guys, but they're not effective." And they told me why; [04:38:59] "You've got to get somebody that knows this legislature—that knows how it works, and that knows some of the members and, and knows how to lobby, really." I mean that's a skill. And I said, "Well, gosh, I don't know anybody. Give me names." They said, "Oh, yeah, we'll think of names." Well, I called back twice, and they hadn't thought of any names, and—

you know, they're busy with their own lives, and I thought, "Well, I've got to do this job myself." [04:39:27] So there was a guy that I had supported when he ran for Congress because he was from my part of the country: Cecil Alexander from Heber Springs, and when he ran against Doug Brandon for Congress, I had supported him. And I thought of Cecil and he had been Speaker of the House—the youngest speaker they ever had, and he had been out there forever and knew the ins and outs—I knew that. And—but he was out of the legislature since he had lost that race, and he was in real estate and insurance in Heber. So I called Knox up, and I said, "Knox, I'm still looking for a name. What would you think about Cecil Alexander?" And I thought he was going to come through the phone. He said, "Excellent!" He said, "Cecil Alexander!" And then he said, "But you can't get him." I said, "Knox, you don't know me very well." I mean, don't count me out. But I just wanted to make sure that he'd be okay." He said, "He'd be excellent, Jerry." I called Herschel. And I say, "Herschel, this is who I think I'm going to try to hire." Herschel said, "Excellent! Excellent! But you can't get him." I said, "Well, that may be true." [04:40:39] So, I called Cecil. And—and I didn't really know him on a personal basis, and we meet in a café—his favorite café in Heber Springs. And I like to kid him about this, I said, "Cecil, I want to offer you a job. I want you to be my VP of government affairs." He said, "I don't know. I'm really happy being back in Heber. I've kind of gotten out of politics, and," and he said, "you know, I'm doing pretty well in real estate and insurance and, I don't need to do that." And I said, "Well now, wait a minute—now wait—wait—you haven't heard my proposal yet." So I told him what I would pay him, and I told him the fringe benefits, and I told him all of that stuff, and he said, "Well,

now, let's talk a little bit more about this. Could I live in Heber Springs and commute?" I said "You can do whatever it takes to be effective. If you can be effective doing that, fine. The only thing Cecil, if you come to work for me, and I think that long drive is a—interfering with your business, for me, then you can't commute any longer. You'll have to live in Little Rock. But otherwise, it's fine with me." He said, "I think I'm really interested in that job." So, we cut a deal right then—shook hands. And, and I've told this joke later, you know, I mean—and I've told people—I said, "You know, Cecil—he cut the deal right then. He didn't realize I was prepared to pay him a whole lot more than I paid him."

[Laughter] [04:42:10] But anyway, Cecil taught me everything I knew about politics. I mean, because, he was the master, and he was regarded in the state as that. And he really—and, you know, he—I was the pupil, and he was the teacher and, and sometimes I would say something, do something, he'd say, "Now, Jerry, you can't do that." But one thing he told me that was probably the best advice of all, he said, "Now I want to tell you something. The most important thing I can do, and you can do, and that I've always done, and you're going to have to do, is *always* tell the truth. Don't ever—you may be tempted to shade it a little bit—just that little bit to try to get a vote. Don't do it, because once—once you've tricked them, you'll never get 'em back. They'll never trust you again. Integrity and honesty is all you've got." And, I never forgot that. And, and that—I found that to be absolutely true. And he said the other thing: "If you're asking them to make a vote, it's going to be a hard vote, and it's not going to be popular political—politically, tell them that. Because—I mean, they don't know your issues like you do, and it may be a little bit of a hot button, and they may not recognize that. So

if it could create a little heat on them, tell them that up front and then let them make a decision as to whether they can take the heat or not.” So Cecil was—you were my PR alter ego, and he was my political alter ego [laughs]. I love old—and I love Cecil. [04:43:51]

RR: He got to opt out of the Tommy Robinson business, though. [Laughs]

JM: Huh?

RR: Cecil didn’t have to get involved with Tommy.

JM: No. He—now, I have to say, I went against his advice on that. He didn’t want me [laughter] involved in that at all.

RR: Okay, we’re going to wrap things up here . . .

[04:44:12]

JM: Well let me—let me just say this.

RR: Okay. Oh, sure.

JM: Let me just say that I feel that I have been a fortunate person, far beyond what I deserve, far beyond my abilities, to a large degree on the backs of other people that were much more talented than me. And I’m very, very grateful for that, for the opportunities I’ve had. I’m grateful to the Lord, who’s guided me through some real bad dead ends, and I could have chosen, but I had options. So, you know, my—my whole thing is gratitude, and I *love* this state of Arkansas. I think it’s a great state. It hurts me when anybody, even in the least, puts in down some. And so I just have to say that—that Sue and I are charmed people, and the Lord must have really cared for us, given where we’ve come from and where we are today. [04:45:11]

RR: You bet.

JM: And I'll be eternally grateful to all the people that I didn't get to name, many of which are gone on now, that made any success I had possible.

RR: Amen. Amen. What—what, if anything, would you change in your career?

[04:45:31]

JM: [Sighs] I lost the top job at Entergy, career-wise, because I like to feel like I stood for what was right for Arkansas. And as you know, Ron, my name was in the safe at Middle South, that if anything happened to the CEO, Floyd Lewis, I was the replacement. But the states got into a battle—Mississippi, Louisiana and Arkansas. Each state had directors. They had more directors than Arkansas did, and because, I resisted . . . I had a written contract—they write today there was an oral understanding; it wasn't an oral understanding. I had a written contract [] Grand Gulf. And yet, some CEOs and Entergy and the other companies turned their back on that agreement and walked away. And, that cost me that job.

[04:46:48] I just want to tell you about my board. John Cooper came to me on behalf of the board—spent the night with me—and he said, “Jerry,” he said, “you know, I appreciate spending the night with you, ‘cause I’m down here from Bentonville,” but he said “The board realizes the position you’re taking can cost you your career, or, the top job of the parent company.” And he said, “The board just wants you to know, that if you want to change your mind—we don’t expect you to sacrifice your career. If you want to change your mind, the board will support you.” And that’s the kind of board I had. And I said, “John Cooper, I appreciate that. I appreciate the board. But don’t you think I hadn’t thought about that? Don’t you think I haven’t laid awake at night—couldn’t sleep—thinking about that? Knowing what the price was? John, I just can’t do it. If that’s the price, I

can't do it." He—and I'll never forget—he jumped straight up, and he said, "We thought you'd say that! We thought you'd say that!"

RR: [Laughs]

JM: And, he said, "That's why we love you."

RR: Wow.

JM: And it turned out that way too, [laughs] which was fine because let me tell you, things happened in our life. Sue and I have talked about this often—how well do you think I'd know the grandkids if I were down in New Orleans—that I know now? How—and I could go on and on. The Lord blesses. See, the Lord knew I didn't need that, and the things that I stayed here and had, that's enriched our lives is far more greater than that.

RR: Yes. Two last questions. [04:48:34] What advice would you give to a man or a woman who is just starting their career now that you've learned that you'd like to pass on? [04:48:49]

JM: Give a man a fair day's work for a fair day's pay. Have a good, strong work ethic. Give who you work for more than they expect. Don't complain. Do the job. And secondly, as not necessarily career, but just as a person, try to live a life of no regrets. [04:49:18] That's what I tell people. And it's very difficult to do that—I have regrets right now that just burn my heart. There's nothing I can do about it. And when you're young—if this is a young person—you probably don't understand what I'm saying, but live as closely as you can a life of no regrets so that as you get older you don't look back and say, "I wish, I wish, I wish."

RR: Amen. [04:49:47] When someone looks at this 100 years from now, how do you want to be remembered?

JM: As macho and not an emotional baby. [Laughter] *I am macho!* I am macho, guys and girl! [Laughter]

RR: Testosterone king! [Laughter]

JM: That was for fun.

RR: How would you want to be remembered, though? [04:50:17]

JM: As just a kid from North Little Rock that had a great childhood and got lucky.

RR: You made a lot of your own luck.

JM: Yeah. I—I will have to say hard work pays off. [Laughter] I can't say it doesn't. Hard work pays off.

RR: What more do you want?

SL: I think we—I think we're done if you feel like you're done, Jerry.

JM: Oh, man. I felt like . . .

RR: Kind of like—Jerry, now, okay, that's . . .

JM: I felt like we were done in the first hour, I mean . . .

RR: . . . really . . . this was a good practice. Now, we'll be back tomorrow. [Laughter]

JM: Oh, man.

SL: We'll be back in about 8:00 [a.m.].

RR: [Laughter] Thank you, sir.

KK: You are real trooper.

JM: Hey, we finished on time.

KK: You are real trooper hanging in there.

JM: Huh?

KK: You are a real trooper . . .

Lynn Hodges: Absolutely.

KK: . . . hanging in there that long, I mean . . .

SL: Yeah.

JM: Well, I—you know . . .

KK: . . . that's an awful long to be time being under the spotlight. [04:51:06]

JM: Well, I—I tell you, I thank you all for making it easy and making it comfortable, because you guys—you guys are low-key, too. You all are nice people, and I was totally relaxed, and that—I mean, that made it a lot easier. I mean, I just—I'm just—you know, I'm retired now. I'm laid back. I told you I was laid back, so, I can do this—I was a little more tense when I was working . . .

RR: [Laughs] *Tense!*

JM: . . . but I always thought it's people . . .

RR: Talk about wound up!

JM: . . . it's always—it's always people trying to hurt me, you know, and I've gotta—I [laughs] got to be—I've got to really be on my toes here. What are they trying to trap me on now?

RR: Okay.

JM: And I didn't feel that, obviously, with this group.

SL: Well, you know, you're . . .

RR: No.

JM: So that makes it easy . . .

SL: . . . this is really thrilling for Barbara and David [Pryor].

JM: Huh?

SL: Barbara and David are going to love that you did this.

JM: Well, I love them. I do. I do.

SL: Well, it's going to mean a lot to them.

JM: Yeah.

SL: And it's a great success for us.

KK: It really is. This is . . .

JM: Well, you know . . .

KK: You may not realize it from our perspective. I mean, you can't see it from our perspective, but this is a huge deal to us, to be able to record this kind of history.

JM: Yeah.

KK: Someone has had this kind of a life in Arkansas.

JM: Well . . .

KK: It is about people understanding that they can have a wonderful, successful life in Arkansas.

JM: You know, a guy said to me the other day. And, and you all have to believe this—Ron knows me—had a guy say to me the other day, he said, “Boy, you—you're really something. I mean, you know, people *know* you, and you're really something.” He's a—he's a writer. And, I said, “I am—I don't feel that way. I really do not feel that way.” I've had—I've enjoyed my relationships. You know, I love knowing Frank Broyles. I love knowing Bill Clinton. I mean, all of that, but, but, I don't . . . I don't feel special. I really don't. I think the Lord's blessed me to be able to live in this house and, be able to, you know, enjoy life, but, I don't feel special. I never have. I never have.

RR: Amen.

JM: Do you agree with that?

RR: Oh, that's true. Absolutely it's true.

JM: I don't feel special.

KK: You should see it from our side. [04:53:18]

JM: I feel—well let me say this . . .

KK: [] from our side . . .

JM: I feel—let me tell you, I feel . . . I feel undeserving, if that's a good word. I feel undeserving of this attention, totally.

SL: Well . . .

RR: Nobody worked harder than you did, Jerry.

SL: By all accounts. . .

RR: Nobody could out-work you. And nobody—very few could out-think you.

JM: Sue would agree that nobody could out-work me.

RR: You know . . .

JM: She paid a price for that.

RR: You know, now, I've—I've been with you when you've tried to play golf.
[04:53:56]

JM: Now, if my board—if my old board . . .

RR: And you—and you—you used your hours at the office much more productively than any golf match you ever played.

JM: I tell you, old Ron, he used to try to get me on the golf course, and I gave my secretary—once, Bob Connors and I and Dick Herbert and some others—we were going to play on a regular ba [basis]—they didn't play much, either, and we were going to play on a regular basis. And they said, “Well, Jerry, why don't you get your secretary to set this stuff up?” Well, occasionally, they'd come and say, “Well, when are we going to play golf?” And I would call Frida and I'd say,

“Frida, come in here. Now, listen, I told you your role is to get me on the golf course with these guys. It’s embarrassing when they call me.” And she—you know, like a good secretary, she’d say, “Yes, sir, I’ll do better.” And about the fourth time I did that, she threw the calendar at me—we’re still friends [laughter]. I told her recently—I said, “You remember throwing that calendar at me?” She said, “Oh, I didn’t!” I said, “Yes, you did! You threw it across the desk, and you said, ‘Every time I schedule it, you cancel it!’” You know, with something else. She said—and she threw it across the desk—and she said, “You put it on there! You find a place to put it!” [Laughter] And, soon those guys took up with other people to play golf [laughter]. And Ron used to try to get me out there. And I’d go out, and I would say, “Man, I love this. Oh, it’s so beautiful, I just . . .”

RR: We’d go out there from the pro—from the Little Rock Country Club. Junior Lewis would play with you.

JM: Yeah. “I just love this” and all that. And one day he got fed up with this. He said, “Jerry, I don’t ever want you to say how much you love this again! Never! Don’t say that to me again! If you loved it as much as you say you do, you’d make time for it.” [Laughter] And then I thought about what he said. I thought, “He’s right” [laughter] because—but the way I looked at it; I either had to sacrifice work or family, one or the other, and it just wasn’t worth it to me.

RR: Well. But you worked at it hard for a while, but then after three weeks, you—when you couldn’t play as good as Jack Nicklaus . . .

JM: No, no, no. It didn’t have anything to do with that. [Laughter] I couldn’t play often—I think I had a little bit of a knack for it. I just [laughter] couldn’t do it often enough to . . .

RR: I understand. No, hell no.

JM: I was not willing to take the time. It is true: I must've not liked it enough. I *loved* work. I mean—I'll tell you the truth.

RR: Sure.

JM: I told you all earlier I never had a job I didn't like. I loved work. And so—I mean, to me—other people con[consider]—consider that torture. To me, it was fun. It was, “Can I—can I solve this next problem? What do we need to do to solve this next problem?” That, you know . . .

SL: Opportunities. [04:56:36]

JM: And—but I tell you, I reached a point of burnout. Sue used to ask me—I was going to retire earlier than I did—I retired at sixty-three; I was going to retire at sixty. And Sue had been trying to get me to retire, and she said, “Well, when are you going to know you want to retire?” And I said, “When work's not fun anymore.” If it ever—you know, when it's not fun anymore.” And it reached that point. I wasn't worth killing the last year [laughter]. They ask me still to do some stuff, and I tried—I'll tell you the truth—for—you know, when we would have major problems, I would get John Sousa march CDs, and I would play those on the way to work, and I would turn it up real high. And I would listen to those marches and, boy, when I hit the parking deck and I got out of that car, I went into that office about 6:30 [a.m.], 7:00 [a.m.] in the morning ready to kill. And that's the way I'd get myself up, I mean, you know?

RR: I'd make you those tapes.

JM: Huh?

RR: I made you all those tapes.

JM: Well, yeah. And—and so—and that last year, I even resort—resorted to that. And I would try to get myself up, and I would try to get high again like I used to, and I just could not do it.

SL: You should . . .

JM: And I'd sit in a meeting, and it was so boring. And I said, "If we have to talk regulatory strategy one more time, I will simply die." And, I knew I'd had it at that stage.

SL: You should have broken out the red and white shoes and the Elvis hat.

JM: [Laughs]

KK: I just—I just wanna—Joy's pointing to it—you—it's 5:15 [p.m.], so I want to make sure you—you are not late.

JM: Yes. Yes. We need to—we need to go here. Yeah.

SL: Well, we can't thank you enough.

RR: One of—one of—one of the best pieces of advice that I ever saw Jerry give any group, was in about 1994 he invited a group of us to go to the Arkansas/Alabama [football] game . . .

SL: Mhmm.

RR: . . . in Tuscaloosa. Okay? And it was a whole group of different people.

JM: Yeah, it was.

RR: And Billy Moore was in the group . . .

SL: Yeah.

RR: . . . who was the old Arkansas quarterback.

JM: Well I—I always would take Billy to places because he entertained the whole crowd [laughter].

RR: And . . .

JM: All-American, man—a little guy—All-American, little guy.

RR: You know—well I think the governor was in this group, too, but anyway. And we went down to Tuscaloosa, and this is the football game that we won in the last thirty seconds.

JM: Last—last play.

RR: The last play of the game.

JM: The guy trapped the ball . . .

RR: Trapped the ball . . .

JM: . . . but they called it a p[pass]—they called it a catch. [Laughs]

RR: . . . right in front of us—right in front of us—and Jerry—the whole stadium was just furious—I mean, full of Alabama fans. Jerry said, “Let’s leave the stadium now real quietly.” [Laughter]

[End of Interview]

[Transcribed by Cheri Pearce]