

William Kinst Oral History, June 17, 2010

Kinst [00:00:03] Like that right there. That was the first description of it, and I did that sketch.

Deken [00:00:12] Right here?

Kinst [00:00:13] Yeah. I did. And, you know, it was for The Palo Alto Times, and they wouldn't... They won't allow any artist's...

Deken [00:00:24] ...any artist's signature. Okay, good.

Kinst [00:00:27] So I put it in the woodwork.

Deken [00:00:28] For the record, I'm looking at the first page of the 40th book at the drawing of SLAC with the cross-section. And this is Jean Deken, and it's Thursday, June 17, 2010. And I am speaking to Bill Kinst in his home, and we're looking at the 40th anniversary book. Um, so this was for the *Palo Alto Times*?¹

Kinst [00:00:56] Yeah. That was written before that. So, it had to be in '60, maybe early '61.

Deken [00:01:02] Okay. And the "that" that you're pointing to the red book, which.

Kinst [00:01:06] Which is the master plan.

Deken [00:01:08] Master plan².

Kinst [00:01:09] That was done for the federal government that required them. And that's part of the reason I came to Stanford was... it was why they selected me, because I was the university architect for Lawrence Radiation Laboratory and in Livermore³. And while I was there, right at the end of my time there, this issue came up. So, I did the master plan for Berkeley, Lawrence Radiation Lab, and Livermore.

Deken [00:01:44] Okay.

Kinst [00:01:44] So I had that experience. So that's when they gave a yell, and it sounded like a hell of a lot more exciting than finishing up at Livermore. At that point for Livermore, we had done enough to get them going. And I thought, well, I don't know far to take this... I'm not sure I want to work on bombs anyway. So, I quit.

Deken [00:02:10] So you... Were you with your partners at that point?

Kinst [00:02:15] No.

Deken [00:02:15] Okay. So...

Kinst [00:02:16] Ken was in the Mechanical Engineering Section, I don't know what it was called...

¹ Bill Kinst's home is at 10130 Pasadena Avenue, Cupertino CA

² Project M Redbook (see AHRO accession 1998-018)

³ What became Lawrence Livermore National Laboratory

Deken [00:02:25] Ken...

Kinst [00:02:25] Ken Copenhagen.

Deken [00:02:27] Okay.

Kinst [00:02:29] And Tom was also in that room. That's where we met.

Deken [00:02:35] What was Tom's last name?

Kinst [00:02:36] McClellan.

Deken [00:02:37] McClellan. Okay. And so, you all met at Livermore?

Kinst [00:02:43] I played dirty tricks on them.

Deken [00:02:45] What? Why do you say that? [laughs]

Kinst [00:02:48] I don't know. It was one of those things. But with Ken, mostly, he was so easy to tease and vice versa. So, we had this thing going for years and years and years and years. Then when I got time later on, I was teaching back East in Indiana and finished that up and they were yelling, "Help, help! help!" So, I came out and joined for... The building with the balcony around it, as you drove in?

Deken [00:03:18] Here on Pasadena.

Kinst [00:03:20] Yeah.

Deken [00:03:20] Oh.

Kinst [00:03:21] That was... I designed... That was our building.

Deken [00:03:23] Oh.

Kinst [00:03:24] When we were McClellan and Copenhagen.

Deken [00:03:27] So. McClellan and Copenhagen was in that building that you designed from when to when? Roughly.

Kinst [00:03:36] '70... '77... to.... '89 was when I quit. And went...I don't know why I'm telling you all this stuff...

Deken [00:03:53] So, McClellan and Copenhagen; you weren't a partner?

Kinst [00:03:57] I was a partner, but I didn't want my name on the door. Just silly.

Deken [00:04:03] Oh, all right.

Kinst [00:04:04] But I was one of the partners. The three partners. We started in Ken's home.

Deken [00:04:10] Oh, Okay.

Kinst [00:04:11] In Palo Alto and realized I'm the one that had to bring it up, that it was in violation of the building code of Palo Alto.

Deken [00:04:19] Oh, gee!

Kinst [00:04:19] So, you couldn't have a business more than... A home business is just the one person, but if you had six people it was out of bounds. And then we moved to a place on Middlefield and in Mountain View and the City of Mountain View change their code about that time. We were in an industrial building, and we grew very rapidly. And so now I have to say, when did we come here? We didn't come here. And so that's when I joined them, in Palo Alto.

Deken [00:05:13] You said, you joined them in Palo Alto in '77?

Kinst [00:05:19] In Palo Alto... Yes.... I taught from '70 to '77 in Indiana, helped start a school of architecture there, the only state school in Indiana.

Deken [00:05:35] In Indiana? Where?

Kinst [00:05:36] Ball State.

Deken [00:05:38] Ball State?

Kinst [00:05:39] ...Want to say it again?

Deken [00:05:41] Sure.

Kinst [00:05:41] I was a tenured "old crew-cut" ...

Deken [00:05:44] Well.

Kinst [00:05:47] Just like Livermore, the fun ran out. I came home. My daughter had passed away shortly before then...I don't know, it just didn't seem right. And even though my bride was happier, she was a research librarian and teaching at Ball State as well. So it was, for her it was just a delight. It just... There was some things that grew.... Yeah.... I'll tell you later...

Deken [00:06:23] Okay. All right. So why don't we back up, and let me ask you sort of the beginning questions, like, where were you born? Start there. Where were you born? Where did you grow up?

Kinst [00:06:35] Oakland, California.

Deken [00:06:36] Oakland.

Kinst [00:06:36] 1924.

Deken [00:06:38] Oh, okay. And so, you went to school in Oakland?

Kinst [00:06:42] Castlemont...I went to Webster Grammar School; Frick Junior High School; Castlemont High School. Graduated in '41, went into the Navy in '42. I actually went to San Jose State for a school year, the one out at Altamont, before I went in the Navy. And after the Navy: the day after I got out, yeah, the day after I got out of the Navy, February the 19th 1946, I was accepted at UC Berkeley.

Deken [00:07:27] Wow... Yeah, uh-huh.

Kinst [00:07:30] But. So, then I got my bachelor's and master's. They changed the dates.... That isn't any worse, but I got both my bachelor's and master's in 1950.

Deken [00:07:44] and in?

Kinst [00:07:45] In architecture.

Deken [00:07:48] In architecture.

Kinst [00:07:48] And then I got my license. Then I went to work -- almost directly-- to work for Lawrence Berkeley Lab, on the hill. And... Then I was....talked into going to Livermore, and I didn't know what it was, I had no idea. I thought they were just doing some more research like we were doing on the hill. So, I... I went to a colloquium the afternoon that I got my C clearance... and...

Deken [00:08:29] [laughs at his expression].

Kinst [00:08:29] What! Came home.... And, you know, you're not supposed to tell your wife any of this stuff, you know... 'I don't know whether we want to be here!' but we had quite a long talk about that. But it was a delightful experience in Livermore. God, Peggy and I both just exploded with stuff and started a church, a Unitarian Church and... Helped start it... And... I was elected to, appointed to the Planning Commission, and ended up when I left in '70... in '60...'60. Then went to work in... What happened between '50 and '52? ... I think that that, that's when I went to work with... To Lawrence...

Deken [00:09:22] Lawrence Berkeley Lab?

Kinst [00:09:24] Something along those lines, I can't remember at the ready. I think the one was Pacific Island Engineers, which was the best office you've ever seen in your life.

Deken [00:09:32] Oh, really.

Kinst [00:09:32] It was in the Ferry Building [in San Francisco].

Deken [00:09:34] Oh, nice.

Kinst [00:09:35] And I could see the ferry boats coming in.

Deken [00:09:37] Oh, nice!

Kinst [00:09:37] And that's how I commuted from home... I'd take the...

Deken [00:09:44] Take the ferry boat?

Kinst [00:09:46] ... Train to the ferry , and the ferry boat over.

Deken [00:09:51] And how long were you at Pacific Office Engineers?

Kinst [00:09:54] I don't remember....It seems to me there were a couple things....Oh, no, now I've got it. My first job after school was with the architectural firm of Anderson and Simonds in Oakland.

Deken [00:10:10] Oh, okay.

Kinst [00:10:10] And that lasted....[long pause] No, I've got 'em wrong... Certain times...'cause I left Anderson and Simonds and went to Berkeley. Oh, I did some kind of... some work...

Deken [00:10:28] Okay.

Kinst [00:10:29] Probably a summer's job... People were doing that all the time, even though, God love him, Uncle Sam took care of us.

Deken [00:10:37] You were, you were on the G.I. Bill? Yeah.

Kinst [00:10:40] I was on the G.I. Bill, yeah. Smartest thing the United States ever did, as far as that goes. They got more money in taxes out of me by that investment they made than ... you know, you did the numbers and it...it isn't going to do anything to 13 trillion, but it was a good start, so....

Deken [00:11:02] So. Anderson Simonds, Pacific Office Engineers, then you went to Lawrence Berkeley Lab and were there for a while., and then back to Livermore ...

Kinst [00:11:12] I go to Livermore in 52.

Deken [00:11:14] Okay.

Kinst [00:11:16] And stayed there until 60. And then I came to Stanford.

Deken [00:11:21] And so the... Stanford, to reiterate, the reason you came to Stanford was... Stanford recruited you? Because you knew how to do this plan [gestures toward "red book"]?

Kinst [00:11:31] Ken...

Deken [00:11:31] Ken?

Kinst [00:11:31] Ken knew what I was doing at Livermore and he, you know I, I'm not quite sure what the circumstances were, but well, you know, just put my name up for consideration as a member of his staff. So.... Tom ended up in Arnold's shop.

Deken [00:11:56] Arnold Eldridge?

Kinst [00:11:57] Yeah.

Deken [00:11:57] Yeah. I brought you an org chart. I brought you a bunch of stuff, but this is the August 1963 staff book with the...

Kinst [00:12:09] '53.

Deken [00:12:11] '63.

Kinst [00:12:12] '63 I was gone... No, I was still there.

Deken [00:12:15] Yeah.

Kinst [00:12:16] Now wait a minute... ? [pause- loud chair squeak - unintelligible] Um, Bob Moulton...

Deken [00:12:27] Bob Moulton? Yeah?

Kinst [00:12:31] This is... This is the kind of a fun thing. When I got there, they showed me my office.

Deken [00:12:39] Uh-huh.

Kinst [00:12:41] Which was in Encina⁴, the part that... [phone rings & tape pauses temporarily]

Deken [00:12:48] Okay, so we were talking about... You went to Livermore, and you were at Livermore until, um...

Kinst [00:12:57] '60.

Deken [00:12:57] '60. And Ken... Had Ken... Was Ken already at Stanford?

Kinst [00:13:03] Yeah.

Deken [00:13:03] So he had left Lawrence Berkeley lab to come to Stanford?

Kinst [00:13:07] No, he left.. he went to.. I met Ken and Tom in Livermore.

Deken [00:13:11] Oh, in Livermore.

Kinst [00:13:12] He had been.... Ken's experience is incredible. He was part of the team in Los Alamos⁵.

Deken [00:13:20] Oh, I didn't know that!

Kinst [00:13:21] So he was already involved in that stuff. And so, then he moved from there, I think, I'm not sure, got out of the service. He was in the military, but he was a bachelors in physics and I don't know much more, I never bothered to look at his credentials. But he came from there to Livermore, I guess he actually came to Berkeley, and they sent him down, but he was there... We were right at the very beginning. I think there was only 150 of us when I got there.

⁴ Encina Hall on the Stanford Campus, where some of the Project M (later named SLAC) staff worked.

⁵ The Manhattan Project at Los Alamos that developed the U.S. atomic bomb.

Deken [00:13:58] Okay.

Kinst [00:14:00] The city of Livermore's population was 3300 people. It's now something like 80,000, I think. It was almost a toddler...Now I'll...

Deken [00:14:12] So it was, it was a little town when you moved there.

Kinst [00:14:15] Oh, yeah, it was.... But it was the wineries, yeah.

Deken [00:14:19] Oh, the wineries were out there already?

Kinst [00:14:21] Oh the ... Livermore was because of the Wentes and the Concannons and then the other... To...

Deken [00:14:38] I didn't realize that the wineries were that old.

Kinst [00:14:41] Oh, yeah.

Deken [00:14:41] I thought they had been a recent...

Kinst [00:14:44] The owner of the winery, the oldest brother, Concannon, was my age. And one of the lovely things is that very shortly, I don't quite remember how, you know how you go into the community, and they watch you for some period of time. Well, apparently that time period was shortened somewhat. And so, I did Joe's [Concannon] house and I did some stuff on Carl Wente's house. And I did the veterinary hospital for the top guy that was on the council, John Shirley, and the duplex.

Deken [00:15:32] Ah, the Duplex.

Kinst [00:15:33] Had some experience.

Deken [00:15:34] Uh huh. Uh huh.

Kinst [00:15:35] So none of which I was supposed to do.

Deken [00:15:38] I was just going to ask you that. You were moonlighting?

Kinst [00:15:40] Yes. moonlighting

Deken [00:15:40] So, you are a busy guy.

Kinst [00:15:43] Well, not really.

Deken [00:15:46] No?

Kinst [00:15:46] It was... No, you know, obviously, this is just a short one. Almost all of my professional life has been in working for government. And one of the things I observed in Livermore was the ascendancy of what I call "the ossified bureaucracy." And I stayed long enough and [unintelligible] by what I learned in the Navy of how to get around these stupid rules that were impairing working with an organization that was on the edge of innovation

and here you're stuck with the rules from the AEC⁶, which.... So then it was great, but ...in the beginning, because rules weren't in, you know, the ossification, and not even the bureaucracy was in that deep. And... But when it got there... um... I jumped to Stanford, assuming this was also new... And... Which it was.

Deken [00:16:56] It was.

Kinst [00:16:57] And I'm trying to remember the one guy that I used to help sometimes, he loved to get my ... Who was it?

Deken [00:17:12] So, you're looking at the organization chart from, what year is that 1962?

Kinst [00:17:18] '63.

Deken [00:17:20] '63. You're not finding him?

Kinst [00:17:23] Well, I don't know. Hah! Here he is... Pindar.

Deken [00:17:28] Oh: Fred Pindar. The legal counsel. "Mr. Bowtie."

Kinst [00:17:34] Wonderful man, wonderful man. But, oh man: he knew how to hit my buttons.

Deken [00:17:41] Oh, really?

Kinst [00:17:42] Yeah, he... I don't know what it was... And I was just having one of my anger issues and Ken says, 'let's go for a walk.' We were already in the new building; we were on the first floor.

Deken [00:17:54] This is on main campus.

Kinst [00:17:56] No, on...

Deken [00:17:59] On SLAC campus?

Kinst [00:17:59] Yeah. This is towards the end when the construction was being completed. And um...ah... We had been in a meeting and Ken and I walked across the glade toward the cafeteria and...who was with him? Anyway, they were upstairs in their office....with...who was it?

Deken [00:18:32] Dick Neal?

Kinst [00:18:35] No, no, no. It was one of the...it wasn't Bob... it was... Anyway, he says, 'Hey, there goes Bill and Ken...[laughs] yeah, I got him, didn't I?'

Deken [00:18:47] [laughs].

Kinst [00:18:55] This other guy told me about it later. Fred was wonderful. Fred and... Fred and Ken had some real knock-ups too, and It, and it was, it was a lot of fun. The ossification hadn't taken place, but by the time I left...

⁶ Atomic Energy Commission, for which Livermore was a contractor.

Deken [00:19:13] So talk about when you came to SLAC, what did you do?

Kinst [00:19:16] Oh, I was going to tell you about Encina.

Deken [00:19:20] Oh, yeah. Yeah, starting in Encina on campus.

Kinst [00:19:22] You know, it was condemned. The part that wasn't remodeled, and there wasn't supposed to be anybody in there, and they were going nuts that here were these people who were starting coming... Everybody else was in Hansen, and I don't know where they were stashed. And Bob, and Ken... I've forgotten... No... Oh, Bob Gould.

Deken [00:19:47] Oh, right, Bob Gould.

Kinst [00:19:48] Bob Gould was in my...See, I was the head of the department and, not really, I never liked that...

Deken [00:19:56] You were the head of the Department?

Kinst [00:19:57] Of Plant Engineering... and Bob was the civil engineer, helped me as a civil engineer for me there. Or with me, is what I should say, rather. And he got there first, Ken got him. But Ken knew what Bob's skills were. Then I came later. So, here's the two of them, that I remember. There was somebody else, but I can't remember who it was. We're in this....He said, 'Okay, we're going to show you.' He met me outside. 'Come on.' We climbed up the stairs to the second floor, 'Gonna show you your office.' Well, here was this room that was cut in half by the new construction, so the inside was lath and plaster, you know, without walls...

Deken [00:20:48] Yeah, yeah.

Kinst [00:20:49] And there was a table with three legs, and a chair with something on top of it, holding the fourth leg...

Deken [00:20:56] The fourth leg?

Kinst [00:20:57] And a candle. That was my office. Now, that's the kind of thing Ken and I ... and Moulton just loved it....He just... Bob [Moulton] got me involved in two things outside of SLAC. One was the Center for Autistic Children that was on campus in an old house, and the kids were just beating it, you know how an autistic child...

Deken [00:21:27] Yeah, yeah, yeah.

Kinst [00:21:28] And they were just tearing the thing to pieces, and so, Bob asked me, they, you know, they were in a quandary, 'What do we do?' And so, I went with them as an adviser to hunt for a building and we found one on Middlefield and [Chalk?], where they are now, I think. And that was a new experience in being... The other one was the Midpeninsula Housing thing⁷. The city of Los Gatos had a building that was next to the city hall, it was a four-plex, next to the city hall right in the middle of the parking lot, what they wanted to be a parking lot. So, they called in Bob because Bob was... was really involved.

⁷ MidPeninsula Housing Coalition, now MidPen Housing.

Deken [00:22:25] Yes, very much.

Kinst [00:22:27] And then, they said, 'we'll give you the building and we'll even give you the site' or some financial, minimal financial thing. And so, my job was to pick up the building and move it across the freeway to this site and plop it down and do all the work necessary to put anything in it [unintelligible] and work with the city on that.

Deken [00:22:55] Had you ever done anything like that before?

Kinst [00:22:57] Oh, God, yes, much.

Deken [00:22:59] You had?

Kinst [00:22:59] Oh, well, so... Not moving a building across....

Deken [00:23:04] Moving an existing building?

Kinst [00:23:06] Oh, yeah.

Deken [00:23:07] Oh.

Kinst [00:23:07] Yeah. It happens all the time. Especially as you come into the thirties.

Deken [00:23:12] Really? Why is that?

Kinst [00:23:16] The Depression teaches you to never throw anything away.

Deken [00:23:21] Oh, Okay.

Kinst [00:23:21] So what they did -- this was a duplex. But if this... No. This place that you're looking at, was it. One bedroom.

Deken [00:23:33] Oh, this entire? Oh, okay.

Kinst [00:23:36] So there is. Exactly. And so, I remodeled this, took out partitions and put some beams and stuff on the second floor up, you know, I've got two bedrooms and two baths upstairs and half-baths downstairs.

Deken [00:23:50] Yeah.

Kinst [00:23:51] Yeah. This is... This... And these all came from Indiana. That was another fun thing that we did in Indiana. You talk about moving old buildings....

Deken [00:24:03] Just for the tape, you were pointing at the bookshelves, which are really beautiful.

Kinst [00:24:09] These are....

Deken [00:24:10] Recycled, right?

Kinst [00:24:11] Right? The library, the law library from the Martinsville, Indiana, courthouse that burned.

Deken [00:24:18] Oh, for goodness' sake.

Kinst [00:24:19] And they salvaged this, and I stumbled on 'em in the Martinsville historic museum. They had a big old warehouse with really good stuff in it.

Deken [00:24:34] A stash!

Kinst [00:24:34] and they were... They wanted me to... They had a Quaker... They got a Quaker meeting house with all the furnishings...

Deken [00:24:42] Oh, wow. With all the furniture?

Kinst [00:24:43] Which was to come to the museum and that was my job to program this thing for them. And among other things, they had so goddam much stuff in this warehouse in the rooms... You talk about quilters' quilts! And, if you're lucky in San Jose, I think they maybe have 100... Martinsville had over a thousand and every one of them had a... the maker's name on it going back into the low, low 1800s, the beginning of the museum. Well, they had so damn much stuff, and... what are you going to do? Well, New York, several country... People knew about this, oh, I found this out, and I said 'then, we'll have an auction.' But the deal is, if they take it and they show it, on the notice they have to indicate that it came from Martinsville, and these were the people who... So, the families, it's because of the families but, this guy's saying 'it's an auction' like 'is it? wait a minute, you guys are going to New York!'

Deken [00:25:51] Yeah. [laughs]

Kinst [00:25:53] So that was nice.

Deken [00:25:54] It was. they're very lovely. I've noticed those the minute I came in. Beautiful.

Kinst [00:26:01] That's....[picks up book] This is driving me crazy.

Deken [00:26:09] What's driving you... The Female Brain? [title of book]

Kinst [00:26:12] Yeah.

Deken [00:26:13] I have heard of this book, but I haven't read it.

Kinst [00:26:18] This is absolutely incredible.

Deken [00:26:21] Really?

Kinst [00:26:21] Oh, I wish to hell I'd known it sixty years ago.

Deken [00:26:25] [laughs] This is The Female Brain by Louanne Brizendine, M.D.

Kinst [00:26:32] And she takes, right now...

Deken [00:26:33] Copyright 2006.

Kinst [00:26:35] She's writing what the female brain does through each of these events in their lives. The womb. Preschool. Kindergarten. High school. Puberty... [unintelligible] College. Marriage. The whole, all of the steps that a woman will take and... And... What part her brain is establishing and a lot of it is in conflict with what, back when I was young. I used to think, I remember, 'what a waste to society, that they keep shoving women aside, 'they're not very smart' say, or 'they're too stupid...' People!

Deken [00:27:33] No, that's okay. No, I remember, when I first started looking for a job, there were jobs for women in the classified pages and jobs for men. And there were always many more jobs for men...

Kinst [00:27:47] Oh, yeah!

Deken [00:27:48] And more interesting. But I had to stay with the women's pages.

Kinst [00:27:52] Well, I'm going to suggest, if you want, we've run into some problems with names, that you meet with Mil Van Dyke.

Deken [00:28:06] Yeah, you did mention her. I think I wrote her name down. I also...

Kinst [00:28:12] She's going to New York to her sister's next week. So, you want to wait to... Her number is 1-650-961-5270.

Deken [00:28:29] Okay.

Kinst [00:28:34] She lives on 241 Sierra Vista Avenue, Mountain View. 94041. Mil is one of those women that... She's Mensa. Graduate of Stanford in Psychology...

Deken [00:29:00] Maybe philosophy?

Kinst [00:29:02] Maybe you could ask her. Got married. That stopped that. And then she, just before she came to work for us, she got a divorce, in fact, this was one of her early jobs. And, well, she just took this thing.... whew!

Deken [00:29:22] So she was the admin for your group?

Kinst [00:29:24] Yeah.

Deken [00:29:25] Okay.

Kinst [00:29:25] I'll show you. If you want the pictures, I'll show you....

Deken [00:29:29] Oh, I'd love to see the pictures.

Kinst [00:29:29] The first ground breaking on the site at SLAC: number one.

Deken [00:29:40] Number one. Do you remember the date of that, or do you have a record of it?

Kinst [00:29:44] No: Mil will know.

Deken [00:29:45] Pin that down? Okay. Okay. I will ask her that.

Kinst [00:29:48] Mil will know. I don't know. I don't remember half of the names of the guys that are in that picture.

Deken [00:29:52] But she will, she will know?

Kinst [00:29:54] She will.

Deken [00:29:54] Okay, great.

Kinst [00:29:56] By the way, is Moulton still alive?

Deken [00:29:58] No, He. He died...um. I... Fortunately, I got to know him pretty well. I worked on an article that he wrote about the early days⁸. It's like... I should have brought you a copy of it, but it's on the web. Do you have web access? Not really? I'll bring you a copy... I'll bring you a copy.

Kinst [00:30:18] I call that the Satanic Black Box. I'll leave it at that.

Deken [00:30:23] Well, Bob... Bob came to me early on when... when I had just started at SLAC, and he said that he had written this memoir and he'd like to get it published, and he'd like me to look at it. And from that, um, he and I worked on it together, and I got to know him.

Kinst [00:30:43] Oh, wow.

Deken [00:30:44] He was great guy.

Kinst [00:30:45] Good for you.

Deken [00:30:46] He was a great guy... And we did get it published by the Historical Society. Yeah. I will bring you a copy.

Kinst [00:30:52] I...There's a lot of what went on, on Pief's side, that, you know, I wasn't there.

Deken [00:31:01] Yeah.

Kinst [00:31:02] What was the name? One guy over in that hall.... Ed Ginzton.

Deken [00:31:13] Oh, Ed Ginzton, yeah.

Kinst [00:31:13] Oh. I watched that guy do three conferences at the same time in his office and going from room to room.

Deken [00:31:25] Oh, my.

Kinst [00:31:26] Go in and sit down, and I followed him. I don't know how I got that opportunity. And he'd sit down, and he'd listen, catch up where the discussion was going,

⁸ Moulton, Robert. [Physics, Power and Politics--Fear and Loathing on the Electron Trail: An Eyewitness Account of the Campaign for Congressional Approval of the Stanford Linear Accelerator Center, 1959-1961](#) Stanford Historical Society, Sandstone and Tile Volume 25, no 1 (Winter 2001) p. 3-13.

ask two or three questions and let them debate, then he'd go on into the next session. Talk about a facilitator!

Deken [00:31:49] Oh, wow.