

++++INTERVIEW WITH WAYNE HORVITZ, INTERVIEWEE BY JAMES M. HARKLESS, INTERVIEWER May 31, 2008

**JAMES HARKLESS:** I'm sitting with Wayne Horvitz to interview him primarily about his father, Aaron Horvitz, Academy President in 1955-56, our 7<sup>th</sup> President. Aaron succeeded Saul Wallen and was succeeded by John Day Larkin. Wayne, himself, has had a distinguished career in the Labor Management relations area. I understand that you're in the process of writing your own memoirs

**WAYNE HORVITZ:** Purely professional.

**JAMES HARKLESS:** Why don't you talk about your father's background – where he was born and his education.

**WAYNE HORVITZ:** My father was the son of immigrant parents, but he was born in the United States after they had emigrated from the Ukraine. They were Russian Jews -- I think my grandfather figured he would be shortly drafted by the Tsar, and that would be the end of him. So, he and another kid took off and came to the States.

**JAMES HARKLESS:** When was that?

**WAYNE HORVITZ:** My father was the second oldest, born in 1888, so it must have been in the middle-to-late seventies, perhaps, maybe even a little sooner. It wasn't in the bigger immigration at the turn of the century. He went to Pittsburgh, Pennsylvania, and they were both recruited for jobs by some railway, something like the Pittsburg and Midway Railway. They picked him up, paid his way to Pittsburgh, and he went to work on the railroad. He was a very small man and very slight, so he didn't last very long. Then he went into the insurance business and did very well until the Depression.

He became quite prosperous and quite prominent in the Jewish community. My grandfather and grandmother, quite remarkably for those days, sent four children (they lost a couple of kids) to college; two women and two men. My Aunt Pauline became a dentist and went to Michigan. My Aunt Leona became a social worker. She went to Michigan and then went to the New York School of Social Work. She then remained in New York for the rest of her life. My father and his brother, Sam, who was older, went to Harvard and to Auburn, and then both went to Harvard Law School. So. It's kind of a remarkable immigrant story.

**JAMES HARKLESS:** When was your father at Harvard College?

**WAYNE HORVITZ:** He was in the class of 1910 in college. He finished in three years. He was cum laude. He said he would have been magnum, but he got up late that morning. Then he went on to law school. He was the class of '13 in the law school. He and my Uncle Sam practiced briefly together in Pittsburgh. They didn't get along all that well professionally although they got along personally. My uncle didn't live all that long. He got Addison's Disease at a fairly young age, the same disease as Jack Kennedy. My uncle died because they didn't have any kind of treatment then. My father married my mother, who had come from Pittsburgh and Cleveland, and they had known each other for a while. She was a high school teacher. Neither of them wanted to stay in Pittsburgh, to be blunt about it. I mean, that wasn't their idea of a lifetime residence.

**JAMES HARKLESS:** When was this? Around 1920?

**WAYNE HORVITZ:** No; before the 1920s. I was born in Chicago. They left there two years later. So now this is just before our participation in World War I. My father went into the service, but he never went overseas. I had an uncle on my mother's side of the family who was in Infantry overseas and never really recovered from it. A wonderful guy, a nice guy, just drifted all his life. Anyway, my dad got some kind of an opportunity in Chicago, an industrial thing, a business thing that didn't work out. So he came to New York. Now, whether he came on the urging of friends--I think he did--but I'm not sure about that. In any event, I was about two years old then. I was born in 1920. He migrated to a suburb of New York called Mount Vernon, which is still there.

**JAMES HARKLESS:** Yes; a very nice suburb.

**WAYNE HORVITZ:** It was pretty nice then. We didn't live in all that great a part of town. We eventually did so, and he got involved with some old college friends. Also, some Jewish friends whom he'd been active with in Pittsburgh in the American Zionist movement. Those were lifelong friends. Some of them became quite prominent in the Zionist movement and other things. He and some others, including some friends who were later quite prominent in the New Deal, Ben Kohn, Ben Graham, who is the economics professor who propounded at Columbia the Labor Theory of Value Investing. Yes. They were a great bunch. And they would put together a private investing group, which was sort of novel to those days. It grew to a much larger size, about fifteen people. My father was paid a salary to run it on a day-to-day basis. These guys were all involved in all kinds of other things. And, of course, he got his share of bonuses. So during the twenties, we were living very nicely in the suburbs, and he was commuting to Wall Street. Actually, he had his offices on Fifth Avenue. but he was totally out of anything that you or I are talking about. But he did have these interesting connections as friends, one of them being Ben Kohn who later became part of the Corcoran New Deal—

**JAMES HARKLESS:** That's Tommy Cork, you mean?

**WAYNE HORVITZ:** Tommy the Cork, who fashioned the domestic New Deal legislation. Ben also became a counselor in the State Department. And Isadore Lubin, who was Commissioner of the Bureau of Labor Statistics, was a very close friend his whole life -- and a friend of mine. His daughter worked for me, as a matter of fact, Alice. He was active in various things. Then, of course, the crash hit, and the crash hit hard. One day we were living in a very nice house and the next day we were living in a boarding house. My mother died at that boarding house of cancer. She was in the hospital, of course, but we were living in the boarding house when she died. So, he got hit hard. He got hit with the death of a wife, whom he adored, at the age of forty. And, he had this one kid and didn't know what the hell to do with me, I guess.

**JAMES HARKLESS:** And you were about twelve years old?

**WAYNE HORVITZ:** I was twelve or thirteen; yes. And he also had no real physical means of support. One of his problems was "he didn't want to work for anybody." He always worked for himself or within this small group. He was kind of a quasi-partner. He didn't like taking a job for 40 bucks a week in somebody's law firm or something like that. Just didn't appeal to him. And he wouldn't do it. He could have gotten a job that paid enough to live on.

**JAMES HARKLESS:** A Harvard Law School graduate, I would assume so.

**WAYNE HORVITZ:** Yes, a Harvard Law School graduate, and he had all these friends and they kept offering him to put him on for a while until he got on his feet. He wouldn't do it. So, how this happened, I don't know. But I know why it happened. So, the depression is going along. He put me in a boarding school. And many people have said to me, who've heard this story, well, how the hell could he afford a boarding school? Well, he did what everybody else did. He borrowed money. And the school was broke. So they'd make all kinds of scholarship deals for you, if you could add two and two. So, I went to a wonderful school for five years. And then--

**JAMES HARKLESS:** Was that High Mowing or was that later?

**WAYNE HORVITZ:** How do you know about High Mowing?

**JAMES HARKLESS:** Well, we've talked in the past.

**WAYNE HORVITZ:** Did we talk High Mowing?

**JAMES HARKLESS:** My daughter went there many years later.

**WAYNE HORVITZ:** Have we talked about this?

**JAMES HARKLESS:** Not recently. But I have a pretty good memory.

**WAYNE HORVITZ:** You sure do. The woman who founded High Mowing was a woman named Beulah Emmet. Beulah had help to start the Edgewood School where I went. High Mowing is on the property on what had been a country home. That's what they started with.

**JAMES HARKLESS:** And this is in New Hampshire?

**WAYNE HORVITZ:** Yes; near Peterborough in a place called Wilton. I knew Mrs. Emmet very well. She was like the number two person and a benefactor. She was a Hepburn. Her father was A. Barton Hepburn. He was the senator who founded the Federal Reserve. So she had bucks. And there were a couple of other people like that. But after World War II, nobody could afford to keep that kind of thing going to support the whole school. The school died. It's still a school, but it's not that school. The property is still a school, from Greenwich, Connecticut, a beautiful piece of property built on a former estate. It was a very progressive school, and the kids from that school went to places like I did, to Bard, sophomore at Antioch; it was that kind of school. But Mrs. Emmet got discouraged after the war. So, when her husband died, she moved up to High Mowing and with some other people, started this school. I followed this because I was a loyal alumnus. I loved the school. A lot of those kids knew each other in college and afterwards. At one time, when Ann and I, my late wife, were on a trip to--well, this isn't about my father. So, I shouldn't talk about it.

**JAMES HARKLESS:** We want to hear about you also.

**WAYNE HORVITZ:** Well, we were on a trip up in New England and were near Peterborough, I can't remember why. And, I said, "I wonder if Mrs. Emmet is still alive." Ann had known about her and never known her. So, we stopped in at the school on a Sunday, and they told me, yes, Mrs. Emmet was still alive, that she was quite old and mostly bedridden, but

her mind was okay. She liked company but got tired easily. She was taking a nap and I said, "Well, I was once one of her students and graduated from the Edgewood School." And she said, "Well, she certainly will want to see you." So, I said, "Fine." And she was propped up in bed and I went in and I said, "Hi, Miss Emmet. You probably don't remember me. I'm Wayne Horvitz. I went to Edgewood, and I graduated in '38." And she said, "Of course, I remember you. You were Barton's friend." Barton was her son. He was in my class, and he was my friend. It was the time I was at the remediation center. And, I said, "That's right." She said, "Also, I watch you on television." And I said, "Well, my Ann says I look very tired when I'm on television." And I said, "Indeed I do, it's the end of God knows what when I go on television. No other reason."

**JAMES HARKLESS:** Well, why don't we get back to your father.

**WAYNE HORVITZ:** Well, in the early days of the New Deal, a number of my father's friends were closely involved with Roosevelt. Frances Perkins was the Secretary of Labor, first woman secretary. It was a time of the large breakup of the AFL-CIO. Lewis & Cole and all that was going on. And what was then the United States Conciliation Service under John Steelman, who was really getting challenged. This was before the war.

**WAYNE HORVITZ:** Frances Perkins, who had been on Roosevelt's staff with the governor and was very familiar with Rochester and the experiments that were going on there in the clothing industry, with the Amalgamated Textile workers, who used the arbitration process. Arbitration was not a new thing. But labor arbitration had relatively no history then. She thought that it was a great idea, that it was a great peace-making tool, that it would do the things that eventually it did do. And she wanted to get labor and management people who hated the idea, really were opposed to it, to try it out. They didn't want to pay for it. So--and not many people know this--the government paid for it. She gave a budget to the Conciliation Service to appoint arbitrators when asked and pay for the process. Well, on that basis, a few people were willing to take a chance. Lubin, particularly, thought that my father, with his somewhat legal background, would be good at it. He seemed to have a way of getting along with people and getting the thought across. So, he urged my father to take cases under this system. Well, that was okay with the old man because he wasn't working for the Conciliation Service. He was just taking a case here and a case there and he got paid for it. That's how he got started. He never turned his back.

**JAMES HARKLESS:** And this was in the mid-thirties?

**WAYNE HORVITZ:** Yes, this would be in the mid-thirties. And then, of course, as the war began to come along, the War Labor Board kind of took over all that. He then took appointments in the War Labor Board all through the war. He was very good at it. He did a lot of conciliation and mediation. He did a lot of arbitration, too. And as from your own history and friends, some of the leaders, the Swards, the Aarons, the Wallens, all came out of the War Labor Board.

**JAMES HARKLESS:** RIGHT.

**WAYNE HORVITZ:** And so, he knew all those guys, too. He was one of the first full-time private arbitrators. A lot of the others were academics..

**JAMES HARKLESS:** And where was he operating from?

**WAYNE HORVITZ:** New York. He spent a lot of time in Washington with the U.S. Conciliation Service for a guy name Carl Shevler, who later became a private arbitrator. Carl was handling the consignments, and he and my father got along very well. Steelman was running the service and then after the Roosevelt administration, after the war when Truman was in office, Steelman was a special assistant working out of the White House. He was a good friend of my father. My father bought him his first steak in New York, he used to say. So that's how he got going. He had a style. I don't think his style would have been as acceptable today as it was then. Everybody was improvising. They were making law, really. It came to be called the common law of the shops. But he and Saul and Van and all those guys were. There were no ground rules. There was no history. They began to fashion the way the system ought to work. And they made a lot of mistakes, of course, and they also did some great things. There's one thing about that whole group and my father that was a good example: they didn't take themselves too seriously. They didn't consider themselves God or anything like it. They had a lot of fun together. They kidded each other unmercifully. My father got into Boston one night and called Saul Wallen. My father had dubbed himself the greatest arbitrator in the world or the world's greatest arbitrator, and everybody accepted it. Thought it was a gag. So, he said to Saul on the phone, "This is the world's greatest arbitrator talking" and, without missing a beat Saul said, "How are you, my friend?" I think it was that kind of camaraderie. Then if something serious really came up that should really think about, one of them thought this is kind of important, ... I better watch myself here. They knew that they could comfortably consult each other.

**JAMES HARKLESS:** Was he one of the original members of the National Academy of Arbitrators?

**WAYNE HORVITZ:** He helped form the Academy. Yes, a group met in Chicago, and my father was one of them. But he didn't become President until quite a bit later.

**JAMES HARKLESS:** Right, in 1956, as I recall.

**WAYNE HORVITZ:** Was it '56? I'm not sure. I probably have it in my book.

**JAMES HARKLESS:** And that's relatively early, since 1947 was the beginning.

**WAYNE HORVITZ:** Yes, but of course they gave Ralph (Seward) two terms. So, he began from the day the stock market crashed, or from when it hit him, to not long before he died, never looking at the financial page. He looked at stories about the financial world, but he never looked at the stock market. He never bought a share of stock until he remarried quite late in life. Then he bought some stocks from my stepmother, because he was quite a bit older. Other than that, he said, "I've been there, done that." He told me in 1968, sometime that year, that he had finally paid off all his debts from the Depression.

**JAMES HARKLESS:** Let's go back. What kind of arbitration process did he use?

**WAYNE HORVITZ:** I think he was one of the first who had almost completely a grievance arbitration practice. He rarely, if ever, took an umpireship. Saul had made a big hunk of his time available to GM and the UAW. That was a nice piece of change. He knew he had that business, and he was very comfortable with it. He was putting kids through college and everything. My father warned him that someday somebody's going to get mad at you, and then you're going to have to start all over again. Because he figured if he rendered a decision, say you had five in a batch and he rendered four in favor of the company or the union, and then figured later they'd come back. I'm sure you've had that same experience. But he was one of the first to say, "I don't want to have too many eggs in one basket in my practice. I like this business." It involved more travel, and he did travel the country. But he rarely, if ever, would take these temporary ones, like the National Mediation Board, Emergency Board--it lasted a couple of months, and you were out, and everybody knew that. But he didn't like these chairmanships; he liked the idea of having a lot of clients. He figured these guys hate me right now and these guys like me, and that'll reverse in five years. They'll come back and they'll go away. That way, I'll keep busy. Now whether he was right or wrong, it worked for him. It did involve an enormous amount of travel. He did develop three things -- He developed a reputation that he would be renowned for, I don't recall what they called it back then. He just looked at the two parties, called them out in the hall, say, "Why don't you try to settle this thing?" He came under a lot of criticism for that from other arbitrators. They said, "Look, that's not your business. They want to have you listen, argue, you render a decision." My father said, "I'm more interested in results." And it is something in which you could have a discussion today probably, among arbiters of whether you should use that approach. He did it quite a bit.

Also, my father got to be known for his short awards. He would only give an opinion if asked for after they got the award. His theory was--and there again, subject to which arbitrator would agree or disagree--his theory was that there were too many guardhouse lawyers in the shop. If they started reading all this garbage, no matter how cleverly it was done, it would create dissension. One department the guy would say, "No, no, no. It means this, it means this." He used to say to Peter Seitz "Make it shorter and then read it again and make it shorter." What he was saying to him was, "You don't have to be that long." And he, he had a system of his own, which I think was unique to him. He wouldn't give--and this was in the early days, of course, and times change. He wouldn't give the opinion. He'd just give them a decision. They wanted an opinion they could come back to him. He was trying to avoid having too many opinions floating around. Based on my experience in the shop, where I handled many grievances and many arbitrations over the years in different, two or three different industries, and my experience as a mediator, that was smart. We had more guardhouse lawyers in the plants of General Cable and Matson and everywhere I went and all the places where I was a mediator.

**JAMES HARKLESS:** Were you ever associated with your father?

**WAYNE HORVITZ:** Briefly, in two ways. My father developed his own apprenticeship system. He was very smart, but he was a little lazy, like his son, I'm a little lazy that way. I could have done much better in college than I did if I worked a little harder. It wouldn't have taken much effort. But I was having a good time.

**JAMES HARKLESS:** And you also like music.

**WAYNE HORVITZ:** I like music and I like the theater and, I knew I was going to get drafted. I'd be lucky to finish. So, I thought I'm going to do the things I like for four years. I'll never get a chance to do them again. But my father started using me and some other young whippersnappers, like Eric Schmertz and Ed Silver and Lester Blanc, who was at Macy's. We were all in New York working. Eric was a CAA, and Ed was in his firm where he stayed through his whole career.

**JAMES HARKLESS:** Was this in the forties?

**WAYNE HORVITZ:** This is right after World War II. And we'd all come back from the war. Everybody is doing something different. So, my father used to farm out his cases. You'd have some discussion initially with whoever you were doing it with, and with me, of course. And the idea was that we'd read all the materials and write a decision - what an internship would be now., He paid us a hundred bucks a case.

Boy, a hundred bucks was a lot of money to me then. I don't know about Ed Silver. I think everybody was at that level. And he got a pretty good crew. So, then we'd write a decision and an opinion, a short opinion. He'd read it over and decide whether he agreed with it or not. Then he'd fashion it the way that he wanted it. He saved himself all the research. A lot of arbitrators do that now. Maybe you do that. So, that was one thing. Then, I think Arnold Zack's father, Samuel Zack, was an arbitrator in New York who had a radio show on arbitration. I think Arnold and I are the only two children of arbitrators who went into the business.

**JAMES HARKLESS:** Well, it's changed now. Over the years, there are ...

**WAYNE HORVITZ:** There are more probably.

**JAMES HARKLESS:** Yes.

**WAYNE HORVITZ:** I think at that time it was just the two of us and it was for a long time. My father was not encouraging me, particularly. I was looking for work. I was a GI, and jobs weren't that easy to find in your specialty, particularly with all those guys coming out of the war. The War Labor Board took all the jobs. So, he said, well, why don't you come in with me and we'll do what Sy Strongin has now done with his son.

**JAMES HARKLESS:** Right.

**WAYNE HORVITZ:** He went in with Sy for a while, interned, and then he went out on his own. He's doing very well, I understand.

**JAMES HARKLESS:** Yes.

**WAYNE HORVITZ:** I see Sy occasionally. I'm sure there are more examples of that now. But my father said, "Well, I have office space. You can follow me around." I had done some of that in college, just when I was on vacation. I'd go out on little trips with him, sit like a fly on the wall. And I learned quite a bit. But anyway, he offered me that, and I turned it down. I said, "You're a wonderful father. But I don't want to go in business with you."

**JAMES HARKLESS:** So, what did you do after that? What was your start?

**WAYNE HORVITZ:** Oh well, one of the problems I had with my father, not him personally, was that I really liked his field, and I watched what happened in the thirties. I knew the unions were quite powerful. So, I thought I'd try to get a start, but I made up my mind that I would try to get into management. Because I thought, management supposes and the union, disposes. I like to be on the side that's doing the things that gets them mad or gets them happy, the creative side, and that seems to be what management people do. They try to think of things. Sometimes it's hand tie; sometimes it's cooperative. I felt I had good sympathy for trade unions and what they were all about. I still do. The last chapter in my book is "Don't Throw Out the Baby with the Bath Water." But I had a problem. A lot of companies were very polite to me, and I think in some cases they would have considered hiring me. But they didn't want to give up my father. So, I seriously considered moving west, getting out of the east, which eventually I did. But that was much later and for other reasons. But I kept poking around and I was doing some work for some consultants, getting paid by the hour. I helped write speeches and stuff. And finally, I landed a personnel job in New Jersey. So, I took it. I also used my father a lot, but they weren't that bothered by it.

**JAMES HARKLESS:** Did you have any association with your father when he was active with the Academy? Did you attend any meetings back in those days?

**WAYNE HORVITZ:** Not all the time. It was one way of keeping in touch with each other, particularly when we moved west when I lived in Arizona, when I was with Matson in San Francisco. The Academy meetings were a chance for us to get together, and we usually spent a few more days. And sometimes when we went to someplace like Puerto Rico; we'd take a little vacation together.

**JAMES HARKLESS:** This was in what years?

**WAYNE HORVITZ:** Oh, fifties and sixties. My father died in 1996. Was it that long ago? But we saw quite a lot of him. He'd come out and visit the kids, of course, but professionally, yes, we spent a lot of time together. We argued about a lot of stuff. After I was a teenager, I got along with him.

**JAMES HARKLESS:** Well, that happens with a lot of families.

**WAYNE HORVITZ:** Well, when I was a teenager, he hadn't remarried. He was all alone raising his kid. People were always giving him advice. We had an incident one night at the Harmony Club in New York, a fancy, Jewish, mostly Jewish, 99 percent club in the city, not like a country club, with some very close friends. They had two daughters, and they invited us to a New Year's Eve party there and there was a Chinese couple there. I turned to my Aunt Mildred, who asked, "Are those people Chinese.?" I said, "Yes. They came for the laundry." And she told my father, "You're going to have to do something about that young man. He's too snippy." So he was always up against that. I mean, he had an active, growing son. He had a great sense of humor, and I think I've inherited some of that, too. But we've had a lot of fun together. and we always talked shop. He was always talking about the things in the academy that were bothering him.

**JAMES HARKLESS:** Are there any issues that you can recall or want to talk about?



**WAYNE HORVITZ:** Well, I can only recall one, because it was funny. I thought it was funny. The Academy wanted to raise dues. The members were very well established and making a good living. They weren't getting rich, but they were doing all right. My father was appalled at the opposition from the mature smart guys who were doing very well in their profession. And he said he got up and gave them hell. He told them they ought to be ashamed of themselves. Well, he was dead right as far as I was concerned. It was a shameful performance; the academy was a good operation.

**JAMES HARKLESS:** Right. Over the years, even after I became a member in 1973, it's always been an issue. Then, I was surprised when I became president, we were having financial difficulties. I was trying to avoid dues increase, and much to my amazement it went through very easily.

**WAYNE HORVITZ:** Well, there must have been a good, prosperous period.

**JAMES HARKLESS:** Well, it surprised me. And now, the Academy is doing quite well.

**WAYNE HORVITZ:** That's good to hear. But Irv Bernstein, Irv--remember Irv Bernstein?

**JAMES HARKLESS:** I don't think I knew Irv.

**WAYNE HORVITZ:** Irv was a close colleague--he wasn't as active in the academy as, say, Ben Aaron. They were close colleagues. They were compatriots at the UCLA. Irv wasn't a lawyer; he was an economist. And he taught political science as well. He was a wonderful guy. He wrote a great wave of history. And Irv told me a story one time. Some issue had come up at the academy. And my father was getting old by then. I mean, he was showing his age. And Irv said, he said, "The academy people were sort of spitting at each other," and he said, "I looked at your father and he was obviously upset." And, he had to use a cane. So, he raised the cane to speak and then Irv said, "He didn't just get up and speak, he got up and he walked to the front of the room. And he spoke from the heart. He started to talk about how this academy had gotten its start and what it had done, and it shouldn't be this kind of dissension over this issue. Irv said, "He was always sort of a voice of conscience with a good sense of humor." I'm paraphrasing.

Obviously, I can't remember what Irv said but that was the gist of it. I think that was true. I think that's the way his colleagues treated him, and they kidded him a lot, and the whole business about the greatest arbitrator and all that. But underneath that, there was a great respect for him both professionally and personally. And, he had very close friends in the academy.

**JAMES HARKLESS:** Well you mentioned Peter Seitz, Ben Aaron, Were there any other New York arbitrators?

**WAYNE HORVITZ:** Well, Ben was in California.

**JAMES HARKLESS:** I know, but--

**WAYNE HORVITZ:** (Continuing) Yes; his friend, Sal Wallen was very close. He used to spend a lot of time at the Vineyard. That's how I got introduced to Martha's Vineyard. I still go there. And I usually see--

**JAMES HARKLESS:** (INTERRUPTING) What about Abe Stockman?

**WAYNE HORVITZ:** I knew Abe. Of course, I had a lot of these guys as arbitrators. when I was representing management. The Rome, New York plant. Oh boy. Jim Healy and Walter Gilhorn. When my father turned 70, they had a huge dinner for him in New York. Peter wrote all the songs. I still have them in the file. And Ralph Seward delivered Lincoln's Gettysburg address about parents. "Of the people, for the people." And, they had a big turnout. Ben came all the way from California. I was amazed. It was a real tribute. And they often did that for him. There anything more

**JAMES HARKLESS:** I'd like you to say something about your career before we end. Is there anything more you'd like to say about your father?

**WAYNE HORVITZ:** No. Trying to think. Maybe we could stick to arbitration.

**JAMES HARKLESS:** Fine. Whatever would be of interest to us.

**WAYNE HORVITZ:** Well, I can tell you about the time he threw a telephone book at me.

**JAMES HARKLESS:** How old were you at the time?

**WAYNE HORVITZ:** I was in college. We were arguing about Israel. And I took the position-- I was a bit more to the left than I am now--and I said, "Is this going to be another capitalist state? It's going to make nothing but trouble in the Middle East." And my father picked up the phone book. He was a Zionist. When he helped found the Zionist Club at Harvard in 1908. Yes. And Lowell was the president and anti-Semitic, Mr. Lowell. But he did. And he and some other guys, obviously. He didn't do it by himself. He was at the forefront of it. And he threw this phonebook at me. We lived on 17th floor of this building. And I was afraid I was going to go out the window. So, I ducked, and the phone rang and some neighbors complained about the party going on.

**JAMES HARKLESS.** How old were you?

**WAYNE HORVITZ:** Oh, eighteen or nineteen. But he nailed me that night, though. He said-- I was probably twenty by then. I was about to go in the Army. And he said, "Well, what would you do with all these people?" It was hard to answer. But we had a good a good relationship at the time, I'm very proud of that. And he loved Ann. He loved my wife. They used to go traveling together. And of course, he loved his grandchildren.

**JAMES HARKLESS:** How many children?

**WAYNE HORVITZ:** Well, I had four boys, but I've lost one. That was recently, fairly recent. He knew all four of them quite well. When they were kids, they used to refer to him as the man with the big hat and fat cigar.

**JAMES HARKLESS:** Well Wayne, you mentioned working with Matson Shipping. What about it?

**WAYNE HORVITZ:** Well, why do you want this for this? I'd rather talk a little about my father. He really had a big influence on that choice.

**JAMES HARKLESS:** All right.

**WAYNE HORVITZ:** I enjoyed watching him. I liked the idea of arbitration. But more than that, I liked the idea of the give and take of collective bargaining, mediation. I didn't like the idea of being--he loved being a judge. I didn't particularly like being a judge. I talked to him a lot about what I was doing and took his advice a lot. And sometimes he asked me for advice. Somewhere I have a copy of a decision of the Emergency Board which he inscribed it to me. He sent me a bound copy of it. "To my Counselor on special occasions." Because he talked to me a lot about it.

**JAMES HARKLESS:** Thank you very much Wayne. This has been very nice.

**WAYNE HORVITZ:** Well, I hope it's been helpful. He loved the academy. He thought the academy business was important and he thought that the people that he knew from the academy experience were very important to him.

**JAMES HARKLESS:** Well, he was one of those in first generation of Academy members.

**WAYNE HORVITZ:** Right.

**JAMES HARKLESS:** We know Ben Aaron and Alex Elson are the last surviving members of that group.

**WAYNE HORVITZ:** From that group. I never knew exactly who was in there. I knew some of them. I them Ralph, of course, very well.

**JAMES HARKLESS:** I appreciate your willingness to participate in this.

**WAYNE HORVITZ:** It's a pleasure. It's nice to see you.