

## TRANSCRIPT OF INTERVIEW WITH MYLES TANENBAUM

**LEE:** Hi, I'm Randy Lee. It's 11:00 a.m. Today is Friday, February 4, 2000 and I'm here to interview Mr. Myles Tanenbaum at his office in West Conshohocken, Pennsylvania.

**LEE:** I'd like to begin with your childhood. When and where were you born?

**TANENBAUM:** I was born in the City of New York, but it was a section called Astoria in the borough of Queens and that was June 28th, 1930.

**LEE:** Where were your parents born?

**TANENBAUM:** Both of them were born in New York.

**LEE:** What did your parents do?

**TANENBAUM:** My mother . . . she was an athlete as she was growing up and she went to work for the Standard Oil Company of New Jersey which later became known as SO and then Exxon and now whatever. My dad was an accountant, he was in public accounting and towards the end of the 20's, I don't remember, it was before I was born obviously, he went into business with clients of his and that business went under early in the Depression which colored a lot of my

growing up and even the way I had to handle my mother when I left law practice because she saw the whole thing repeating itself from the standpoint of what had happened with my father.

LEE: Did you have any siblings?

TANENBAUM: No, I'm an only child. I'm an only child really because of the Depression but I had a cousin who was two months younger than I and we grew up in the same household. His father had died when he was 9 months old and we grew up virtually brothers.

LEE: Do you think that your place in your family shaped your personality or views in any way?

TANENBAUM: I believe so. Early on it became clear to me how lucky I was because I guess the contrast between myself and my cousin is not having a father and we lived in the same household until . . . for the first eleven years of my life until my parents and I moved to Philadelphia but my cousin and I stayed very close. Unfortunately he died too young and I miss him. I miss him.

LEE: When did you move to Philadelphia?

TANENBAUM: We moved to Philadelphia when I was eleven years old . . . 1941, about six months before the war and never left. I almost did when I was leaving law school but I changed my mind and decided to stay in Philadelphia which I am really very happy that I did. I like Philadelphia and its environs.

**LEE:** What were some of your interests and hobbies as a child?

**TANENBAUM:** I really enjoyed sports and I played football in high school, that is until many years later when the United States football league was organized and I was the Managing General Partner and Chief Investor in a team called the Philadelphia Stars and got a lot of notoriety, and up to that point I used to say I played football when I was in high school, but I was interviewed so often that there were too many people around Philadelphia who knew that I didn't play. I sat on the bench so I had to finally confess to that. I meet with those guys periodically when we had the 50<sup>th</sup> anniversary of the Central High School 1947 football team and at that time and the coach who was still living was there and there were 19 of us out of the 33 who were on the team attended and we went around the room and each one was recounting war stories of the great days of playing football and when it got to me I said, 'Well, you know I sat on the bench.' But worse than that someone actually had stolen and told me later that he had taken it my gold jersey and we had crimson jerseys and gold jerseys and most of that season we played in gold jerseys and I sitting on the bench was sitting there with a red jersey and it was not an easy thing and as I told the story two of the people there who knew I said it helped shape me because as a seventeen year old sitting on the bench game after game and sitting there most of the time with a different color jersey it was not an easy thing but I think it matured me and gave me the kind of courage that has I really think helped me through life. It wasn't just that one instance. But I really enjoyed playing sports and I was very active in the community. It was something that was instilled in me by my family.

**LEE:** What is your fondest memory of high school?

**TANENBAUM:** It was really being in that school. Central High School was an all-boys school at that time. We had our 50<sup>th</sup> reunion of the graduating class of 1948 and at that reunion there was one of my classmates, and various people stood up just to say what was on their mind, and he stood and looked over at me and he then told a story how he had called me during the 60's to ask me to help in the effort of getting Central to agree to admit girls. And he had a daughter that he wanted to attend Central High and I said, ' Well, I don't understand why. I mean we had such good times in an all boys school and hosts and so forth,' and he said, 'Well, why doesn't she go to Girls High' and he said, 'Well, Girls High really isn't as good as Central.' I said, 'Well,' and this is the story he's telling so I am retelling what he says I said and he said that my comment was 'Well, if Girls High is a problem why don't they fix Girls High instead of screwing up Central' and he looks over at me and says, 'And you know you were right.'

**LEE:** Did you have any role models or mentors during your childhood or adolescent years?

**TANENBAUM:** I honestly can't say that I did have anyone specific other than I think my parents. I guess maybe as an only child, or whatever it was, but I admired and love them greatly. I think that is really where it was. It was my father.

**LEE:** How did your family's socioeconomic status or religion while you were growing up shape your view of the world?

**TANENBAUM:** Well, the view of the world, I couldn't tell you that. But I do think that it shaped good deal of my mind. Growing up, there's a line that Moses led the children of Israel around the Middle East until they found the only place in the Middle East without oil. I think that my family went around the city of New York to find the only place there weren't any Jews but we were a very distinct minority and growing up I heard plenty of comments. They weren't comments, they were expletives hurled at me as being a dirty Jew when I was living in New York and that I would fight. I became a fighter and as I grew up, as I got a little older, I became very self-conscious about it . . . meaning that I almost wanted to be part of the wallpaper and not stick out. In my inner group and I guess mostly in Jewish circles I was fine and I was a leader but I was not as forward, forward-going in the greater community until I came to feel that I earned my place and with that built a lot of personal confidence because I, without realizing it, I overcame an inhibition that, and the overcoming of it, I think, was an important development for me and enabled me to do those things that I really wanted to do.

**LEE:** Moving on to your college years, why did you decide to go to Wharton at the University of Pennsylvania as an undergraduate?

**TANENBAUM:** Well, I think that almost ties in with what I was just saying. I did very nicely at Central High which was a school that you had to have academic standing to get in and their course work was very good, but when I was graduating, a number of my friends were going to Temple and the choice really was either go to Temple or go to Penn and so I was going to go to Temple and my father just pushed me into going to the University of Pennsylvania and that was a critical moment, I think. I think my life would have been targeted differently had I been an

undergraduate at Temple and I had a pretty good record at Penn and particularly in accounting, which is what my major was. But going to the University, coming out in 1948 where the country was starting to sink back into another recession that it was important for me, I thought, to have a trade so my trade was accounting. I came out and I knew that the debit was by the window and whatever. But I could at least go someplace and say this is what I can do whereas being a liberal arts major say, it just didn't seem to have substance. At that time, Wharton enabled you to take almost exclusively business courses and I learned a hell of a lot, but what I learned were facts. I didn't learn those things that I still haven't fully acquired which is real good, sound appreciation for music and the arts and literature, and also I really didn't get the opportunity to learn to think. I think the Wharton School today has a far, far better curriculum and I don't think that that limitation applies. It was when I was in law school that I really learned how to think. Think a thought, make something up, not just repeat what someone told me.

**LEE:** Did more students commute to school at that time?

**TANENBAUM:** Oh, yeah, it was such that . . . of course, at that time the campus was shaped a lot differently. Woodland Avenue went right through campus. There was a trolley that ran through it. What's in the way today, for example, is the library . . . the University library and College Green. In fact my first day at Wharton, it was an eight o'clock class I got off the trolley at 36<sup>th</sup> & Woodland walked across the street and went into Logan Hall which is where the Wharton School was at the time and there was another building associated with it, right along side, which was called the Hair Building, today that's, I forget what it's called, Williams . . . but in any event, it was totally different, but the other aspect of it was that Chuck Bednarik was in

his senior year at Penn on a football team. That was his fourth year in the school and his fourth year as All- American and he later played for the Philadelphia Eagles and was a star in the National Football League, but in any event, one day we're on campus and someone pointed out a car on Woodland Avenue and said, 'That's Chuck Bednariks's car,' but you look down Woodland Avenue, there are about four cars on Woodland Avenue and about five maybe on Walnut Street and so you couldn't miss which car it was. Today, of course, there are cars all over the place. Parking facilities are short, but in those days we were all commuters and that included the years I was at law school.

**LEE:** Was it difficult balancing your schoolwork with your jobs as a supermarket cashier and bookkeeper while you were in college?

**TANENBAUM:** It wasn't difficult at all. It was just part of getting through the week. I would leave school on Thursday and Friday and go to work generally I think I started around 2:30 or 3 o'clock in the afternoon and I worked all day Saturday. Fortunately the supermarkets close Saturday night, but Thursday and Friday I worked until 9:30 and do my homework afterwards. It was almost a religious undertaking. I did my homework every day until I got into the second year of law school, but that's a whole different story and then after a little over two years as a cashier, and of course I was working as a cashier . . . I really have to chuckle thinking about it, I was going to be the best cashier they had and I think my record and I think it's immodest to say it, matched it. They always put me on the heavy lines on Thursday and Friday and the speed line on Saturday. I was so happy I had a job. I started at a little over \$.50 cents an hour and when I left I was getting a \$1.17 and 3/4 an hour and when my children were growing up I said to my

older son. I said, 'They split the penny. A dollar seventeen and three-quarters, I'm saving ten cents a week.' And then I told that to my daughter as well and then years later I told it to my third child, who was an adopted son, I told him that but he was ten years younger and he looked at me and he said 'Dad, they split the quarter' and I looked at him, 'they split the quarter' and I'm thinking I was being a sport. Maybe I should have said, 'They split the nickel' but I never could imagine that they split the quarter. In any event, I then went on, I had the opportunity to get a job as a part-time bookkeeper for a wholesale plumbing supply house in Logan, and part of Philadelphia, and that was four days a week and four afternoons a week and Saturday morning, but I was able to get, and I took a cut in pay to get that job, I went down to \$1.00 an hour but I worked a few more hours. Without the union dues, I ended up with the same pay. But it was a good experience because I wanted to be an accountant and being a bookkeeper I think helped me. It really did.

**LEE:** It seems that you have always been very involved in organizations and enjoy leadership roles. Did that activism begin during your college years?

**TANENBAUM:** Even before that. When I was a teenager I was always the head of our club, neighborhood club, and in our synagogue I was always the leader of the group, I mean the elected leader, and then we started a city-wide United Synagogue League and it was the initial year and I was the first president there and so forth and in my fraternity, when I was an undergrad, I was the summer chancellor of course there was nobody there to be chancellor of, but they had to have somebody who had that responsibility, but it sort of worked out that way.



LEE: Why did you decide to join R.O.T.C.?

TANENBAUM: There were really two reasons. First, I got paid. It was modest, but I got paid and secondly, you know this was 1948. Churchill was very concerned about what was going on in Eastern Europe and it wasn't clear to me that there was not going to be another conflagration. It turned out that it was in Korea, but the world was unsettled and I thought that it would give me the opportunity if I went into the service I'd be an officer so that's what really did it.

LEE: What was it like to be a Jewish student on Penn's campus just a few years after WWII?

TANENBAUM: Well, in my class, I don't think the University ever had a formal quota system, just as it doesn't now, but now for example, I am taking religion out of it, now it is geographic distribution so they are not going to take all the best students if they all happen to come from Philadelphia, New York, and so forth. They've got to distribute that. At that time, there was an informal Jewish quota which ended the year that I entered because the University was going on a capital campaign and they hired a man who was one of the top fundraisers for a Jewish agency and the condition was that they end the Jewish quota. Harold Stassen who had been the candidate, or trying to become the Republican candidate in the presidential election 1948, when he failed to get that nomination and he had been the Governor of Minnesota, became the president of the University and I think that he also was part of that. And during those years the number of Jewish students at the University did increase but other than the fact that there were Jewish fraternities and non-Jewish fraternities, I didn't feel or sense any discrimination at all. I felt very comfortable.

**LEE:** What activities were you involved in during your undergraduate years?

**TANENBAUM:** Well, other than working in fraternity, I was very active in my fraternity. I chaired a committee to basically remodel the fraternity house and it was something I pioneered in getting the brothers to agree to and then in getting it done. But I was also elected President of the Accounting Honor Society and that put me, I became ex-officio on some other kind of group and I remember one of my dear friends, I was the best man at his wedding years later. I met him in a fraternity, says to me, 'That's not fair, you're getting two for one on your credentials.' I said, 'Well I'm not taking it away from you' but that's just the way it worked out.

**LEE:** What types of careers did you consider when you were in college? Did you consider becoming an accountant?

**TANENBAUM:** That was the only thing that I really saw. From the start, even before I went to college, I really always wanted to be in business but it was not such a comfortable alternative as thinking in terms of working for someone. I wanted to be one of the owners and that just wasn't in the cards. I didn't have any capital and so I never really thought that that was going to happen, but it was my dream and I remember being in, many years later, in 1980, being at Ronald Reagan's inauguration and in his inaugural address he cited Carl Sandburg for the statement that 'nothing happens without there first being a dream' which I realized it as soon as I heard it, that how true that was, and the wonderful gift that we received by being in this great nation is we can dream.

**LEE:** After you graduated from Wharton, you were in the Air Force for two years. Did your undergraduate training in the R.O.T.C. prepare you well for your experiences in the Air Force?

**TANENBAUM:** Yes, very much so, very much so. Coming out of R.O.T.C. and being an accounting major I went into the Auditor General's Office and I was auditing government procurement contracts. And during that period I really became impressed, particularly at General Electric, with the credence that they gave to education and talent and I realized how important my education up to that point was, but it also helped frame my mind towards going to law school. My father had always encouraged me to go to law school but I was impatient, I wanted to get out of Wharton, go to work and be more independent in that sense, but I realized while I was in the service that, how important . . . I guess I matured . . . how important an education really was for the future and I decided that I'd like to give law school a shot but I made a promise to myself that if I didn't like it, I would leave and I had to talk myself into that sense and if I weren't doing well then I was going to leave because, by nature, I'm not a quitter so I had to get myself to agree that that was going to be the case, and with about six months left in the service and I thought that maybe what I ought to do and I was stationed here in Philadelphia, maybe what I ought to do, is apply to Temple and go to Temple school at night. It was late in the school year and I tried to get into the spring semester and brought my transcript over, picked it up at Penn and brought it over to Temple and walked in and said, 'Here I want to apply to the law school' and figuring they are going to roll out the mat for me and they said, 'Well it is very late in the applications and we'll have the Dean take a look' and they brought it into the Dean and the Dean asked me to come in and suggested that I sit down and he said, 'I've just been

looking over your transcript,' he said, 'Let me give you some advice,' he says, 'You should not go to night school, you should go to day school, and you should go to the University of Pennsylvania.'

LEE: What was the Dean's name?

TANENBAUM: I can't remember his first name, but it was Boyer.

LEE: Back to the Air Force, a few more questions.

TANENBAUM: But that man, that man, really colored the rest of my life.

LEE: What was the typical day in the Air Force like?

TANENBAUM: Well, I went into a civilian office, a couple of Air Force people there, one was a guy who had been in my class and he came in two weeks after I did so I was the senior officer and we worked together but it was a revelation to understand how the government offices worked or didn't work and I went on to General Electric and in my second year, I was assigned to a given plant up in, they made tubes for . . . that they use in radar operations, and these tubes were about 24 inches long or thereabouts and very wide and they burned out two a day in an installation in each radar screen or unit and I was auditing that contract and I'd get up there for a couple days a week, once a month, and maybe three or four days at a time to determine what the costs is of those tubes and I really threw myself into that assignment and when I finished up I

had recommended the price for the new contract which is what the contracting officer was waiting for and GE people there objected to it, they thought that I had cut the price too low and I followed all the standards, all the rules, and I was very good at cost accounting. I had gotten an 'A' in Cost Accounting and in any event I then went through the process and the contracting officer, he couldn't care less, he just proceeded and gave GE the contract and some other price in one corner of the plant, a very small area of the plant, there were people in white coats in this white room and they were cutting up these little crystals and about two years afterwards, they didn't make any tubes like that anymore. These little transistors took the place of all these big expensive tubes and instead of something like \$1,500 or \$1,600 for a tube, they were just cutting up these little crystals and nickels and dimes. That was a major technological change that occurred during that period.

**LEE:** What was the attitude about the Korean War and the Cold War in general when you were in school?

**TANENBAUM:** Well, you know we all grew up, my contemporaries grew up during WWII, and we had a sense . . . some sense of the horror of war, but we were really, at that time, largely so focused on that international aspect of it that we followed the course of events that led to the Korean War itself as well as the war that was going on. It wasn't just that it was headlines, it was real to us and we were expecting that we were going into the service if we got extensions to get out of school and most of the time it was a volunteer army, army air force etc. at that time, but they still had a draft and if they didn't have enough people volunteering and they would institute the draft which they did. Which they did and as a matter of fact one of the fellows who was

working at this plumbing supply house was drafted into the Marines and he went on active duty and I saw him after he came back from after his tour but the war was very real.

**LEE:** Now I'm going to shift to your years in law school. You mentioned that Dean Boyer and your father played a role in influencing you to go to law school. Was there anyone else?

**TANENBAUM:** No, not in going, but I would say, as it turned out I did really well in law school. I had a high aptitude for law it turned out and it became, I am almost embarrassed to say it, but after the first year, towards the end of the first year even, it became easy because once you crack the formula, and there was a whole Socratic method, in those days it was Socratic for three years, now I think they move off of it after the first year but it is wonderful to just be able to understand and think and reason. To me it was one of the most exciting times of my life but I was working. When I was in law school, I worked as well, I would leave school and generally our classes were in the morning and I would leave school about 12:00 or 12:30, something like that, and go to work in accounting, do that four days a week. I actually, I was doing work on government procurement contracts, because it was something that I learned and I was helping in a lot of the small contractors in the Philadelphia area set up their records and let them understand how not only to keep the records but what the rules were and how they could do it more efficiently and cost effectively in terms of handling the government reviewers. And there was another fellow who I knew as an accountant who I then introduced him to that field and I worked for him. It was sort of like a partnership but he carried the major load, and when it came to the summer I really only had that much time that I would spend in accounting so being kind of naive, but I had taken out a life insurance policy with a Phoenix Mutual Life and I went down to

the office and said I'm a policy holder and I'd like a job selling life insurance this summer, I thought you know anybody could sell life insurance, you just go in and say you want to do and if you don't make any money, you don't make any money. Well, you have to take an aptitude test, so I took an aptitude test. But the test was kind of silly, you could beat the test. The questions were, if you were on a train going to New York and you have someone sitting alongside of you, would you read your newspaper, go to sleep, do work or talk to the person. Well, if I am going to be in million dollar roundtable selling life insurance, I would talk to the person. So, anyway I get a call that night from him, 'You must come in, I have to see you tomorrow, it's very important, your score is incredible.' I'm thinking, oh my G-d, I don't even know whether this score was my score or it's just logically figuring out which answer to get the job.' He says, 'Sit down, this is very important, I got to talk to you. You have to quit law school, it's a total mistake, you'll do much better selling life insurance,' and I'm looking at him, saying I thought to myself, I don't know whether I could sell life insurance, I know that I could answer the questions on the aptitude test, but I did start to sell life insurance and I got kind of lucky in the sense that I ran into one of my high school classmates, well he was in medical school here, he was in his third year of medical school.

**LEE:** What was his name?

**TANENBAUM:** Alan Brooks. We talked, I remember his name because I see him from time to time at our reunions. We talked about it and I said, 'Listen, can you get me a list of the students who were in your class who were married,' because in those days, doctors didn't have social securities so they were very big purchasers of retirement insurance and I got the list and I would

send the company would send letters, ten letters a week and I would get seven or eight responses from these people. I had more responses than I could actually cover in the week. I was building up a backlog of it and then I get a letter that I was accepted to the Law Review so I responded by saying thanks but no thanks because I'm busy I am selling life insurance.

I get a call from the Editor-in-Chief whose name was Curtis Reitz and we called him 'Curt' in those days and he said, 'You got to come in, I've got to talk to you, you're making a big, big mistake you really have to reconsider this' and so forth and so on so I came in and Leo Levin, he took me to see Leo Levin and he took me to see Noyes Leech who is now retired and they said give it a try. Well, I did and I took a leave of absence on selling insurance and I never went back again because I really loved it. The Law Review absolutely intrigued me and I became Note Editor at the end of that year and I learned to get by in law school without doing any homework. They had an outline that all the Law Review students, they had taken notes, and they passed them along, and they get typed on something. It was called the purple, that was the mechanism for doing the copying. It was before xeroxing or anything like that. It was a embryonic mimeograph so anyway I then went on the last two years, I never read a casebook or anything, which made everybody on the faculty unhappy.

**LEE:** What do you remember about your first day at Penn Law School?

**TANENBAUM:** Well, it happened to be the day that I was discharged from the Air Force and the discharge was in near New Brunswick and I had to get up there early in the morning to get back into law school and I came in and sitting there in the room, it was the room that was, and still is, on the first floor of what is now Silverman Hall in the north westerly corner. I walked in



there and sitting there was a fellow by the name of Edward Medvein. Eddie and I had met in junior high but we really didn't get to know each other much there but at Central we knew and saw each other often and sat alongside of each other from time to time. There is a story I am not going to tell about a French test that we had. Eddie and I lived near each other and so we drove down every morning together and he'd get back at night by, which was then called PTC, it's now SEPTA. Because I would be going out to work in the afternoon.

**LEE:** How was the typical day at the law school in the 1950's different than it is today?

**TANENBAUM:** Well, I can't tell you what it's like today but first we all wore jackets and ties and most people were called by the professors by their last names, I don't know whether that's still the case. In fact when I got my third exam, after the first semester returned to me, and you see I would be running out of class everyday and I would never volunteer in class so you can get away with that pretty well in the first year but the exam grades came back and they posted them on the wall, you know there was anonymous grading system. They would put your name up with the grades and within about a week and a half I got all three of the grades but the most important to me, which is the one I thought I had done the best in, was Agency because that had some meaning to me in business. I was not going to be a trial lawyer or anything like that and here I've gotten good grades in Torts, which I had no use for whatever and Introduction to the Judicial Process, I got an incredible grade but of course it didn't mean anything. I get the highest grade in the course in Agency, I can see it's the highest grade because I see everybody else's grades and I went wandering there up to the library and I was going up the stairs, the library used to be in the same building and I was going up the rotunda and up those majestic

steps and coming down was Noyes Leech and he calls me, 'Mr. Tanenbaum,' he says, 'I want to congratulate you on your exam, he said it was a very fine exam.' I said, 'Thank you sir.' He says, 'You know,' he says, 'I didn't know who you were, I had to look up your picture in the Dean's office to see who you were. You've been anonymous up to this point but you're not going to be anonymous any longer,' and every class that I went into after that, they would call me for about the next week or two just right out of the blocks just to give me the business but it was good. It was good.

**LEE:** The student body of the law school was very different in the 1950's. I noticed there were only four other women in your class, one African-American student. How do you think your experience at the law school was different from that of other law students? Were there other Jewish law students?

**TANENBAUM:** Yeah, I mean it was about the same relative mix as the undergraduate school. We had study groups. The one African-American student was Hardy Williams, and Hardy and I and Eddie and Harvey Wolf and George Welsh formed a study group together. And we'd go over to each other's homes, apartments, whatever, as part of our study routine so you know that was a mixed group, racial and religious. There were a couple of other girls who started with us who did drop out, but for practical purposes, there were virtually no women and Carol Schneider, who was married at the time to a guy in the class ahead of us, but got a divorce at the end of the first year and then being in the third year, whatever, married a guy who was in the same class as her ex-husband. Carol was a rather uppity person and she decides she just wasn't going to do the work that she was supposed to do on the Law Review and here I'm Note Editor who is

responsible for my own class' work and we tried her and convicted her and threw her off the Law Review so that was one out of four. She still graduated, doesn't come to the reunions. She had a lot of talent, but she did not utilize it later in practice.

**LEE:** This is the Penn law yearbook from 1957, the year you graduated from law school. What memories does this bring back.? Do you keep in touch with any of your peers?

**TANENBAUM:** Well, yeah, I do in a number of respects. A couple of them, three of them were law partners of mine. I was at Wolf, Block, Schorr, and Solis-Cohen and right on the same page and alongside of me is Michael Temin. By accident I opened up to Seymour Curlind and Michael Dean was the third, the four of us were in the same law firm, but on the opposite page here is Norm Veasey who is Chancellor of the Delaware Court of Chancellor or whatever the Senior Judge, however he's designated and there are a lot of very fine successful people who I see at our reunions. There was a fellow in my high school who is also here, Gonstal Crystal and one of the assistant managers of the football team at Central High, Rick Kershner was also in my class here. But it was fun, it was a good class, I see you have, oh, these are pictures, well see there I was class officer, I was secretary treasurer and I'm the only one local, Dick Schneider and I was the next ranking officer. Dick was class agent so I've organized the reunions. Eddie Medvein was president of the class. He lives on the West Coast now and I visited with him last summer and then I ran into him in October, the end of October. Each of us with our families were visiting Israel for the first time for each of us. We ran into each other, we had dinner over there, that's one of those pages.

**LEE:** What law professor had the greatest influence on you during law school?

**TANENBAUM:** It's unfair to single out any single person that had enormous influence, but Noyes Leech was, I always regarded him as very, very special and he and I became friends. Since I was organizing the reunion I had the opportunity to invite a faculty member, we always invited about three or four, and we invited him and Leo but it always Noyes that would be there and Leo would have a problem because of his Sabbath observance in getting there. And the other one who left the law school relatively early on and I don't know where he is now. I know he went out to the Midwest was Paul Mishkin. I thought he was outstanding.

**LEE:** How did some of the political and social issues facing society during the 1950's affect the law school community?

**TANENBAUM:** We were totally insulated from it. I'm kidding. No, it was at a time when there were incredible changes in the criminal law, particularly, with the Supreme Court getting much more activist in regard to criminal law and which really meant constitutional law and it was Roe versus, excuse me, [Brown] vs. the Board the Education was handed down while we were still students, no, no, no, oh yeah, while we were still students. As a matter of fact it was our first year and so that took a lot of attention. But it was probably, I would say, more in the racial area than any other that what was happening at that time.

**LEE:** What did students think about that decision when it was handed down?

**TANENBAUM:** What's going to be difficult for me to communicate to you is how far the students came between that era and mine. We really, I think, all were embedded with what I refer to as the recession orientation behavior and orderliness. The country is a different country today. People exercise their freedoms to a much greater degree. We were more of a conformist era so there wasn't a highly emotional expression of feelings and thoughts so we had to, with respect to anything that was developing, break out of our prior thought model. I am talking about society in general, particularly with young people, we were more respectful. We were more traditional and I think it took a while for us to think through on a broader, broader scale. I think that there was more of an orientation towards how are we going to get through this week, month, and year. I mean the economics of the time were much different. There were very few students at that time . . . of course, the tuition was almost free, I think that the tuition was maybe \$350.00 a semester. It wasn't more than that. It might have gotten up to \$400.00 in my third year, a semester, so it's \$800.00 for a year so it changed a lot of things but all I am suggesting is that at that time, people were really much more oriented to economic issues than social issues and maybe it was just my own belief on that. I mean we were concerned about a bigger picture but it was more sitting around in a civilized fashion and talking about it and discussing it rather than grabbing a flag and running with it to make change in the country.

**LEE:** After graduation you became an associate at Wolf, Block in Philadelphia. Why did you decide to work for Wolf, Block?

**TANENBAUM:** Actually, I had taken a summer job between my second and third year with . . . I always think of him as Dean Bruton because he was acting Dean before Jeff Fordham was

made Dean at the law school. Fordham was the Dean while I was there and Paul Bruton returned to faculty, but he was the faculty member that taught tax work and I wanted to be a tax attorney so I took a job with him to do research over that summer, but within a week or so I was elected the Note Editor and the Legal Intelligencer carried an article on that and a fraternity brother of mine who was at Wolf, Block saw it and called me and we talked a while and he suggested that I would be better served if I worked that summer clerking at Wolf, Block. Well, I didn't know the first thing about law practice but I took his word for it and there weren't that many people, to my knowledge, I don't what they did during the summer really in my class, I always thought during the summer you go work, but in any event I talked to Paul Bruton and he said, 'I think you're right,' and went to work. At that time, Wolf, Block had 36 lawyers and 2 partners in the tax department, no associates so I worked for the younger of the two partners and really enjoyed it, that younger partner subsequently left Wolf, Block to become Professor of Tax at Penn, became the Dean, his name is Bernard Wolfman and then he then subsequently left Penn to go on the faculty at Harvard Law School, I think he really left because he married a student of his and his wife had died . . . much too young and premature. I don't know all the ins and outs of it, but he did come down for the dedication of the library, I think that was the last time I saw him. But anyway I enjoyed that summer very much, at the end of the summer, they offered me a job and I accepted it.

[Adjust microphone]

**LEE:** What did you like the most and what did you like the least about being a practicing tax attorney?

**TANENBAUM:** As strange as it may sound, I liked everything about it. It was an exciting period. I'm, I guess by nature, if somebody is going to pay me to do something, I am going to go right through the wall for that person. That was my client and I was going to do whatever was necessary within ethical constraints to win. I'm a competitor. I had to win. I enjoyed dealing with the people at IRS because I had a message for them and my message to them was, we would get there and we would talk for about a half hour, small talk, tell them about what's going on Philadelphia area and business that they may otherwise not know and they were always interested in it and that sort of sucked them in that way, we were nice and then we would get around to talking about the case and then we would reach a crunch time and I would then give my 'United States of America' speech and it would go something like this, very thoughtful. I said, 'Look, let me tell you something, you are the United States of America. My client is a citizen. Now he engages me to represent him and no holds barred and I'm gonna fight for his rights but you have to treat us fairly because you're my government.' It was easy for me to say because I believed it. I believed the whole thing, and I would take no quarter, give no quarter, you have to resolve this matter because we're right. And then at one point in one of these cases you know, it was a closely held company and the Board of Directors was his client, his wife and his lawyer who was one of my law partners and they said, 'Well, can you show us minutes of a board meeting that approved this,' and I thought, 'You're kidding. You heard him and I brought him in here because rarely did I take a client in with me to a meeting like this.' As you know because, you know you've dealt with me before to a meeting like this but I wanted you to hear him tell his story. I said, 'You heard him tell his story. Do you believe him?' He says, 'Yes.' I said, 'Of course you do. You can see him, you can hear him, and you know that what he said

was true. We're gonna try this case before a jury, I'm not going to go to the tax court on this. We're gonna pay the tax, we're gonna sue for a refund, which is what we already started to do and we're going to take this to trial. When a jury listens to him, are they going to believe him?' He says, 'Yeah.' Ok, well that's the end of the case, what are you asking me about minutes? 'Yeah,' I said, 'We can create minutes, but it would be a creation, we wouldn't do it.' We won the case, right there. The guy ended up settling. He was from the Untied States of America and he understood it. He understood it because I was making him a person, an important person and he is, and not power to be thrown around, but his power to be used and exercised judicially and I believe that very much. But anyway, that was anecdotally what was part of my enjoyment. I liked the litigating element of it and I loved the planning and I was pretty good at it. I think very good at it.

**LEE:** Had you always planned to leave the practice of law to enter the business world?

**TANENBAUM:** Well, I always wanted to be in business but I never thought that the opportunity would develop and you know I do have to mention one other thing, you know. Throughout my growing up period, you know, my mother named me 'Myles.' She was naming me after her deceased uncle, who she was very fond of ,whose name was Michael and I kept saying, why didn't you name me Michael, I like Michael. Myles . . . cause I'm growing up, and I remember when I was on the football team, they would call the role everyday, Jim, Joe, Jack . . . Myles. I'm saying it's getting closer, you know it's getting close to the end of the alphabet and here it comes, up its here . . . Myles. It was just not the name that I wanted to have. Ed Medvein would say to me your going to be a district attorney, Myles is a name of a District Attorney.



Eddie, incidentally was on the civil case against, that they won, against O.J. Simpson and the day that the jury was coming in and they walked down the street and here he was leading that pack. The guy who got more exposure is, I forget his name, it began with a P, but it was two of them that were handling the case and Eddie was a criminal lawyer so he knew all of the trial techniques and so forth. But in any event, but the name issue was always something. Now I'm in law practice and I'm going around the country for the Practising Law Institute giving, in effect, tutorials as part of their lecture series on tax planning for real estate for the general practitioner, mostly, there was some tax practitioners, young ones that would attend as well and I really loved it, but people, and this was the point of the name, and people would remember me or if they never saw me they heard of me. Now, Jonathon Jones, they could mistake, it doesn't stick with you, but a Myles in front of a Tanenbaum, you hear it and you may not remember it, but if you hear again you say gee I think I heard that someplace before and it wasn't in a movie. I think that helped me but I enjoyed law practice.

The last five years I was at the firm however, the firm was growing at leaps and bounds and Congress every other year was making major changes in the tax laws and it was getting more complicated and in order to really be responsible for clients affairs on tax planning, the rule of thumb that we were following is 'you really needed to have five years of seasoning' so you had all these young lawyers that we were hiring, varying degrees of one to five years and a contemporary who left Wolf Block to become tax legislative counsel down in Washington so he was gone for a couple of years and Bernie Wolfman went to Penn Law School so it was the senior guy and myself, we were the only partners in the tax department and I had all these associates and they were all reporting to me and I would be in the office at 10 after 8 every morning. Now today I see lawyers getting in at 8:00 but in those days they really didn't. It was

Morris Wolf and myself, we were the only two that were in at that hour, I would leave on either the 11:15, 11:55 or the 12:15 train, if I were out of town that day I would come back into the office that night and work that night until those hours, I couldn't get by without it and when, you know, I would be meeting with the associates and I'd say, you know, I think I see a light at the end of the tunnel. In another three to six months and I'm over this hurdle. It never happened and the last year that I was there, it was really beginning to grow on me. I was getting burned out, and no one ever used the term before Dick Vermeil, but that's really what it was. I was really getting burned out, didn't realize it and I wanted to get out of there. As much as I enjoyed it, I enjoyed the torture, but I wanted to go into business so I tried to put some business deals together and two of them fell apart and then I said I'm gonna be here for the rest of my life and that's fine and I got a call from somebody who is a partner in a Wall Street firm called Solomon Brothers and I had been doing work for them and some of it was advisory work where I wouldn't charge them because they needed to know how to handle real estate. In those days, Wall Street didn't know anything about real estate. I was getting, in effect, in consideration for it, work from them in tax shelter equipment leasing deals so the firm was getting that and so forth, so anyway, we had a wonderful relationship. I get a call from this fellow saying that they have been asked to represent a Philadelphia based shopping mall developer and they would like me to help them on that. I said, 'Well it can only be four possible developers in this area, three local and one out in Allentown and I represent three of them.' So I said, 'Who is it?' They told me who it was and I said, 'I represent them. I'll have to get their consent if that's the case.' Instead I represented my client and in the course, one of the three partners, age 52 decided to retire and we got the deal back on track, notwithstanding and once that got back on track they asked me to join them in business, which I did and gave the firm 3 months notice and I left and within a month they asked

me to run the firm, the company, which I did and we had a wonderful dozen years together, thirteen years actually. I was thirteen years at Wolf, Block, that was another thirteen in that business but beginning after about nine or ten years it was clear to me that the development period was over it would be few and far between. We did the large multi-department store regional shopping malls. We were then shifting beginning in the ninth year to do more management work and we restructured it so that we would be really very skillful on the management side. It was all the same talents but really refocusing it and then I had an idea for a new business and which we created with Equitable Life as our partner and in order to make that deal I was through the short straw, I had people at Equitable would make the deal only if I was the person that they really knew would go over and run the business, which we did, and I continued in my ownership position of the development company but I was running this other company and my partners in the development business were partners with me on our side of the deal with Equitable. Anyway, the long and the short of it was that some years later I sold out of the one business and stayed in the other business and tried to buy Equitable out, but instead they bought me out. Then I continued to run one of the companies that was public which I took through 1997 and merged it with a large real estate investment trust and at that point I thought I was retired.

**LEE:** How did your legal education prepare you for your endeavors in the business world?

**TANENBAUM:** I think that law school is the best educational tool available especially if you can build it upon a Wharton background. A joint degree is even better because you can do it within a shorter period of time except that you would shortcut the kind of education that I missed

as an undergrad which was that Wharton now affords if your just full-time Wharton and that is to get more of the liberal arts. I had to take a required course, three required courses, that were so-called liberal arts so one was history, so I took History of the World, I might as well get it all in one course. Then I took for the science, it was sociology and then it was another science course I had to take and I took Psych. 1W, it was a psychology course for Wharton students, but in any event, the point is that law school enables you to think, reason through and if you have a good understanding of how business and finance works, then I think that there is no better training and people who are Wharton grads some of them think they need an MBA in order to be successful on Wall Street, I tell them go to law school instead. It's a much better combination and it really is.

**LEE:** Do you know Robert Toll, another real estate developer and graduate of the law school?

**TANENBAUM:** Yes, in fact, I connection with the Capital Campaign, I was, you know, one of the people working with the Dean on the Capital Campaign and I got Bob to make his first gift to the law school. It was a scholarship program and he gave stock. Talking about how to do it, I said, 'Bob you got to be kidding me. Just give the stock. We'll sell the stock..' And so we structured it and he was happy with that and he came back and did it again and then he said to me, we were having the little ceremony to honor him, he says, 'Listen go after my father. He really has the money, you gotta get to him, I'm gonna sit you next to him and you're gonna work on him,' and so forth. But he's a good guy, he is. I don't know whether you were there when we had the goodbye ceremony program for Colin [Diver] last year and he handed up and I had a little role and it was fun but Bob is terrific.

**LEE:** Well, it seems that Penn has a special place in your heart. You have been a member of the Board of Trustees of the University since 1988, a member of the Board of Overseers since 1985, served as the Chairman of the Board and Trustee of the Hospital, a member of the Athletic Advisory Committee, Chairman of each of your class' reunions, the list goes on and on. Why do you feel that it is so important to be involved in the Penn community?

**TANENBAUM:** Well, first let me put it in context. I was really invited into all these positions. I don't think I ever volunteered for any of them to be honest, but it's like eating peanuts, you know, once you start you really can't stop. I was really honored to have had the opportunity but for example when I became a Trustee of the University, I thought, 'Oh gee, this is great, I'd like to be in the real estate you know advisory side of it,' and [President of the University of Pennsylvania] Sheldon Hackney said, 'No, we really want you over in the health area.' I had before that been the chairman of . . . for three years, the Philadelphia Heart Institute, which was a startup over at Presbyterian and then for a couple of terms, I was chairman of the American Diabetes Association National Organization and the Vicoff Cardiovascular Institute here in Philadelphia and I sort of got migrated into that but it really started because I have two children, my two biological children, each one at age 7 developed diabetes and if I weren't going to get involved in that who would? It was clear to me that it was something that I really should do and wanted to do and once I got out of law practice where I had some time to do some things that's where I had focused so that's how it got into the hospital field. When Bill Kelly came along and he interviewed all the people who were on the health committee of trustees and he then asked me to be chairman of the hospital board. This is what I have been serving since and he and I, we see

each other often, obviously, and so I got involved there and then the law school was a natural. I mean, it was something. I can never repay the law school for what I received from it. To me, as a matter of fact, what you didn't mention what I was also asked to do, you'll see why I just remembered it was the Capital Campaign, the big Capital Campaign for the University and Rick Namm was the development director for the University at the time and he called me and wanted to come up and see me and I didn't know what it was about and he told me he wanted me to Chair the Southeastern Pennsylvania, South Jersey portion of that campaign and we talked awhile and he said, 'I'll do whatever you want me to do. I'll do anything the university wants me to do,' but, and this was, maybe before I became Trustee, I think it was the year before when that was happening and he said, 'Of all the people in the Philadelphia area,' he says, 'Well we did some studies on this, name recognition studies, and of all the people that we had listed more people recognized your name than any other.' Well, they really did because of the Philadelphia Stars, the United States Football League, got so heavily publicized. In any event the, there is an anecdote, I have to tell you about that in a second, but at the. . . I delivered the keynote kickoff address for that campaign and I concluded with building it around a poem that I used from time to time with American Diabetes Association and other groups that haven't heard it before and it was called 'Bridge Builder' and it was a poem about a man who walks down this road and reaches a stream and he crosses the stream and when he gets to the other side he then starts to build a bridge. A stranger comes along and sees him and says, 'Old man why are you doing this? You've already crossed this stream. You don't need to have a bridge.' He says, 'Behind me there comes,' I can almost remember the poem the way it was written, 'but there comes a young man whose legs may not carry him across here.' I get too emotional even thinking about the story, 'and it's for him that I'm building this bridge.' Well, I believe that. So anyway I have to

steel myself in order to tell that story and I told that story then and I also acknowledged that coming out of the University, that University gave me, and particularly the law school, gave me a credential and that credential helped me but it was because others had established it. So the answer to all of this is that's why, that's why, somebody went before me and it's my turn.

LEE: Well, you are an extremely generous donor to various organizations in the community as well as to the University of Pennsylvania. When you decided to give such a large gift to Penn how did you decide it should be used for Tanenbaum Hall at the law school?

TANENBAUM: Well, to begin, this is gonna be a another heart tugger. I have been married for 40 years, two twenties and I say it that way just to relieve myself because I am not proud of having gotten a divorce once to say nothing about twice. In between I was single for about a half a dozen years, seven whatever. My second wife had two children and as they grew up, and they were young when we met and got married and as they grew up we were all in the same household and I treated them like I should. They were wonderful children. Nicole, the younger of the two, developed leukemia, the kind that you can recover from, and she was doing fine in the recovery but when, the way you treat it is with chemotherapy that destroys the white cells and as an outpatient she would get her treatment and the day that we found that the leukemia cells were basically gone we still had a little more treatment that they wanted to do, she got a bug in her, which the physicians at CHOP said that she probable acquired in the hospital because it was one of these that was resistant to the antibiotic and 22 days later she died. And my wife wanted to have a building named after her and anyway it took us some years to recover from it, particularly my wife, and she and Nicole were very close. In discussions that I had being on the Board of

Overseers, with Colin's predecessor, I'm taking a blank on his name, I know him so well, but anyway, I feel like a fool, but somebody told me recently that what goes first are the nouns so I'm bad at nouns and especially proper nouns. But the building was the centerpiece of that program, and I told him that. He asked me to make a major gift towards the building so I told him about what my wife had wanted me to do which was a couple years old by then in a statement of it and that's how it developed.

**LEE:** In what ways do you believe that lawyers can contribute to their communities and do you think they make those contributions?

**TANENBAUM:** The practice of law has changed considerably from the time I went to law school. When I got out of law school, and when I was offered a job, when I was offered the job for \$4,000 a year or the going rate. By that fall, the going rate had jumped to \$4,800. I talked to Fred Wolf at Wolf, Block. He was the managing partner, he's not the Wolf in the firm name and he said he'll investigate. He comes back and says its \$4,500 not \$4,800. Well it's ok my classmates were getting \$4,800, call it whatever you want and so they saved \$300 and they were taking in six associates so that was \$1,800 a year. It was a lot of money but that was the case. The practice of law at that time really was related to people who wanted to be lawyers. What's happened since is that they took them from wanting to be lawyers to them wanting to make money. We're all of the same stripe, I mean that's the system. But today I think it is so highly focused on the money end of it that it's not as healthy as it used to be and obviously there were a lot of people who were exceptions to that who were quality lawyers who are there because they want to be lawyers they want to serve their clients so I'm not drawing a line between my



generation and today. I think today's youth, you among them, are committed people, much more so and much more aware than we were at comparable ages and stations in life but I think that that's the most significance difference.

The second is that we grew up understanding the law as being derived from the common law and that stare decisis is not just two words. The Pennsylvania Supreme Court all by itself with the election of trial lawyers, the election of judges, excuse me, most of whom come from support by trial lawyers, changed the law without any legislation. That was a shock. It's very upsetting to me because it's the first step towards getting rid of democracy and constitutional government because if you can do it on tort legislation without legislation by the court's doing it, you can do it on anything, and they can take away rights or create rights and they've created rights where they didn't belong, could of done it by legislation, but not by constitutional interpretation. Roe v. Wade is one of those which you probably don't agree with, but they found a right in the Constitution that never existed. They would have been better and the country would have been better and the country would have been served if they simply passed laws, but they didn't and they probably didn't because they couldn't make it a federal issue. The only way you make a federal issue is if it's constitutional because the federal government can't legislate on abortion except to the extent that you now have a right. But it's disturbing regardless whether it's good or bad it's disturbing when you don't follow the constitutional principles because then you don't have the government of laws you have a government, but in those days it was called 'of men' so today it's 'of people,' because those same people can take your rights away and it's scary. I'm telling you it is scary because a majority can then move in any direction and when you have that you have the seeds of potential revolution, ugly revolution.

LEE: Then from 1983 until 1986 you were the managing general partner of the Philadelphia/Baltimore Stars. Did you enjoy that experience?

TANENBAUM: Did I enjoy that experience!?!? There's an expression, you know, how you can build a small fortune, you take a large one and you work it down. We lost a ton and a half of money on that, I mean it was brutal but it was worth every dime. I never had so much fun. I remember at the end of the first season, we're out in Arizona and I was talking to the owner out there and I'm going on and on and I'm full of excitement, and so forth and he looks and he goes, 'You're really enjoying this' I said, 'Jim it is fantastic. The personnel we have and the coaches and the general manager and so forth and the people I met and the players. The players are just wonderful young men and really enjoying it,' and so forth and I'm going on and on and he says, 'Let me suggest something. Try losing.' Our team was in all three championship games, we won the first year, no, we lost the first year by two points and we won the second year by a blowout and the third year was a really terrific football game and we won that one as well so we won two out of the three championships and we lost by two points in the other game so it was fun and it was real and it was with young men who were really quality, quality people and I really threw myself into it. I would write each one of them during a course of a season three letters. I don't know how I did it, I just got into it and would always be personal to something that they did and we had a terrific relationship and I was sorry that we had to leave the city but that's the way it went.

LEE: I have a few questions in closing.

**TANENBAUM:** Ok. Close.

**LEE:** Besides all of your professional and civic activities, what do you like to do in your free time?

**TANENBAUM:** When I have some I'll tell you about it. My favorite thing, my favorite thing, two favorite things is golf, which I'm not good at at all, but I love . . . I just absolutely love it and I'm gonna spend . . . this is the fourth year in a row that I have been saying this, I'm gonna really develop a golf game but it's fun, I really enjoy that and I, obviously, as you can tell from this discussion, I enjoy people. So my real favorite activity, apart from golf, is going to dinner at either my home, other homes, but going out for lunch, dinner, whatever. It's just the social intercourse that I really . . . that to me is the best and doing it in a way in which not only do you get to understand other people and make stronger and longer friends but you understand more about life and the world even though it's within a certain circle of people. Now I've been fortunate in that, my circle has been a fairly large and wide one. But it doesn't fail, no matter where . . . I'm now very much involved again with the American Diabetes Association and Research Foundation and I'm meeting a lot of new people, some people I've known before but mostly new people and I really look forward to going to those meetings but most of it is not just the exchange in the meeting but it's the dinner the night before, the dinner after the meeting, and . . . but that more than anything, it's people . . . people.

**LEE:** What particular experience or issue that you have dealt with as a businessman and as a lawyer do you consider to have been the most challenging one?

**TANENBAUM:** You're talking about professionally. In business or professionally? Yeah. I'll tell you when I find it. I try to instill in my children the notion that you have to sort things out and give appropriate weight for different things. I'm very conscious of that because I don't do it. The most important thing that I have to do today is that I have to talk to you and when you leave there's going to be the next most important thing I'm going to do, which at that moment is the most important thing I'm going to do. I have been very very lucky that I have been exposed to so many opportunities in my life. I'm from the school where today is a great day, tomorrow is going to be better. The cup is always half filled, maybe even overflowing. I'm reminded from time to time, and I have never said this to anyone, this is the first and probably the last time I'll ever say it, when in the last 1930's maybe it was 1940, Lou Gehrig, a baseball player, New York Yankees retired and they made a terrific movie about him, his life, starring Gary Cooper. I know Gehrig through Gary Hooper, and he recited, he repeated Lou Gehrig's parting words and . . . here is a man dying of . . . or whatever the letters are . . . but it is referred to as Gehrig's disease, saying 'I am the luckiest man in the world.' And that's it. It's very good to be lucky. Being smart is okay too. But being lucky is better.

**LEE:** What do you consider to be the greatest accomplishment thus far?

**TANENBAUM:** My children. I can't really take credit for my grandchildren . . . they're dividends.

**LEE:** How do you think legal education has changed? In what direction do you see legal education going in the future?

**TANENBAUM:** I think that the difficulty in legal education is the competitive element of the schools that are focusing so much on multiple courses which is a bunch of baloney because if you go out into the professional world, you would spend as much time on that subject matter in the first three weeks as you did in the whole semester, if not more. So you do not need to have all those courses. What you need to do is to understand the law, the fabric of the law, the thinking processes that go into the law, the fundamental elements that get in that distinguish the common law as we know it, and those laws that derive from it, from the Constitutional Law on the other hand, and on the third hand, the legislature-based law and process. That's what you really need to know. Plus Evidence and Trial Practice. If you know that, the substantive law will follow. It's going to be changed next year anyhow. So you are an expert in the International Law, that course I had. There are certain elements that you need some fundamental principles, but you do not need to know the substantive law when you graduate the law school. You need to know how to reason through the basic principles, and I think that law schools are making the mistake. But they're doing it, I think for the wrong reason, and if they had the courage to go back, the leadership law school ought to go back and lead the way into the teaching that way.

**LEE:** Is there any specific area that you would like to see The University of Pennsylvania pursue in the future?

**TANENBAUM:** You're not talking about the law school, you're talking about the University? I think that the University has to recognize what universities are really about. And they're about young people. They have to be protected from... you know physically protected, you know...against crime. They need a lot of recreational facilities, they need very good living quarters, and they need dedicated faculty. Now, we have each of those in various components, but we do not have... we are shorting ourselves in a lot of different ways, in a lot of them. And I think that is important for the University to understand how to use its funds. Apart from the aggrandizement of certain of the leaders of the University.

**LEE:** And finally, what are your plans now? What do you hope to accomplish in the future?

**TANENBAUM:** Well, what I am really trying to do is to hold on to whatever memory I still have... that disables me from remembering names of people, and so forth, because it scares the hell out of me as to what I am going to be like in other five years or ... if I can go that far, but I have ... I am high energy, I am very high energy. So I like to do, and I want to continue to do, and I just hope that I have the strength to continue to do it. I mean, to be honest with you, something I was working on the other day is like that it is five or six years out and the person I was working on with it was about that ...was not doubting that I was going to be there but I looked at that person and said to myself...you know, I stopped... He did not know why I stopped but I realized, I may not be there. I'm going to be there other than being in a plane that goes down because I am a survivor. And my attitude literally, literally because it is not only my attitude, but tell people this. When you are sitting at the side of me on the airplane you are in the

second best seat on that plane because I am walking away. And I believe it. If I don't, I don't.  
I'll never know it.

**LEE:** It was an honor to meet you. Thank you so much.

**TANENBAUM:** Thank you. I enjoyed it. Okay, that's all folks.