

Administrative History of the Office of the Business Manager, Scripps Institution of Oceanography: 1903 – 1960s

Carolyn Rainey, Scripps Institution of Oceanography Archives

July 1982

The Marine Biological Association of San Diego was established in 1903 by a select committee which included businessmen, professors and local residents. William Emerson Ritter was a member and officer of the Association. The Association was supported by wealthy San Diegans, among them Miss Ellen B. Scripps and her brother E.W. Scripps. The purpose of the association was to secure

*the foundation and endowment of a scientific institution to be known as the San Diego Marine Biological Institution.*¹

In 1912 the Marine Biological Association became a department of the University of California and changed its name to the Scripps Institution for Biological Research. The name was changed because those chiefly responsible for the enterprise had become convinced that biology in the largest sense ought to be the aim of this particular foundation.² The Institution's name was officially changed to Scripps Institution of Oceanography on October 14, 1925 during the first year of T. Wayland Vaughan's directorship.

From 1903-1912 the financial records of the Marine Biological Association of San Diego were kept by the Treasurer of the Association who was assisted by the Secretary of the Association in transcribing the financial details of the Association's transactions. At this time Wesley Clarence Crandall was an instructor in biology at the San Diego State Normal School, who also served as Secretary of the Marine Biological Association and Captain of the R/V Alexander Agassiz.

In 1911 the San Diego Marine Biological Association arranged to transfer affairs and property of the Institution to the Regents of the University of California at Berkeley. Few details are given on exactly how the accounting transactions would be handled. However, in a letter from Charles Kofoid to William Emerson Ritter, dated December 7, 1911, Kofoid recalls a conversation with V. H. Henderson about the basis of affiliation of the San Diego Marine Biological Association with the University. Henderson, among other points suggested that:

*The Comptroller of the University to be treasurer of the new corporation. It shall elect its own secretary, who will presumably be the business representative of the comptroller and handle all the funds; Mr. Henderson mentioned a revolving fund of two thousand dollars.*³

The relationship between the University and the station was clearly defined in the Constitution and By-Laws of the Local Board of the Scripps Institution for Biological Research. The Local Board consisted of the governor of the State, the President of the University and certain regents, the scientists then on the staff of the Institution, E.W. and Ellen Scripps, J.C. Harper, and Fred Baker.⁴ The University would control, protect and safeguard the Institution's finances including expenditures and large contributions made by donors. The Regents of the University of California at Berkeley had the final word on the appointment of the Director and Business Manager of the Institution and would retain certain *powers and jurisdiction* over the property of the Institution. Matters of scientific policy, the hiring of personnel, the management of funds were left in the hands of the Local Board of Directors.

Charles Atwood Kofoid wrote a letter to William Emerson Ritter dated October 20, 1911, when Kofoid was in Berkeley helping to work out the details of the transfer of the San Diego Marine Biological Association to the University of California at Berkeley.

*The matter of having this business manager, first at least, a member also of the scientific staff, a man who might combine both business and scientific work, was discussed and seemed not impossible. In my opinion Mr. A. L. Barrows, nephew of Dean Barrows, would be an ideal man for the place -- to assume the handling of all business matters.*⁵

On February 1, 1913, Wesley Clarence Crandall joined the Institution staff as Business Manager. Before this appointment he spent several years at the station as Naturalist, Master of the R/V Alexander Agassiz, and Secretary of the Marine Biological Association. The responsibilities of the business manager at that time were to handle business matters, oversee construction of the pier and buildings, keep the buildings and grounds in repair and report to the Director. In addition to these formal responsibilities, Crandall occasionally assumed some duties of Director Ritter in his absence and undertook some Scientific Research for the Institution. In 1921, Crandall began to make a series of yearly reports on the Institution's affairs to Miss Scripps.

Director Thomas Wayland Vaughan began his term of office on February 1, 1924. He immediately abolished the Office of Business Manager and assumed the management of both the business and the scientific work of the Institution. In his first report to the President of the University, dated July 1, 1924, Vaughan stated that

*W.C. Crandall, former Business Manager, resigned at the end of April, after a long term of faithful service. He preferred resigning to being transferred to other work under the Office of the Comptroller of the University.*⁶

Crandall became business agent for Ellen Scripps, and thus continued to be involved to some degree in the Institution's affairs.

Tillie Genter arrived at Scripps Institution of Oceanography in 1919. She worked as a Secretary and Librarian during Vaughan's administration and for a number of years during Ritter's time. Staff members remember that she

*always knew where everything was, carefully budgeted the meagre funds, and virtually ran the Institution in her quiet and efficient way.*⁷

Miss Genter's job was described in 1926.

*Besides acting as general secretary and librarian of the institution she also has charge of the Institution's accounts.*⁸

On September 1, 1936, Harald U. Sverdrup became the Director of the S.I.O. Miss Genter continued to manage the financial details of the Institution. Elizabeth Shor noted that

*some say that the establishment was then actually run by Sverdrup's secretary Tillie Genter.*⁹

Miss Genter's workload increased significantly during the war years. In 1946, however, she became seriously ill.

During the war years, Laurence Sweeney arrived at the UCDWR. He served as Business Manager until the academic year 1945-1946 when he was transferred to the University of California, Los Angeles. Sweeney worked mainly on wartime contracts at the University of California Division of War Research, located at Point Loma.

Lloyd Shaw was appointed Acting Business Manager when Sweeney transferred to UCLA. Plans were made to increase the staff of the Business Office at La Jolla, but the work at the Marine Physical Laboratory had

decreased and no longer required full time accounting personnel at the Point Loma office. It was decided that the University of California at Los Angeles would handle the accounting transactions for the Scripps Institution.

In 1947 Lloyd Shaw was requested to return to the UCLA campus and John Kirby was appointed Assistant Business Manager. In April 1948, Kirby became Business Manager and served in this capacity until the early sixties.

Joe Hutchison became Business Manager when Kirby left the office.

When the University of California San Diego was established in the early sixties, the UCSD Accounting Office undertook responsibility for SIO accounting functions formerly conducted by the UCLA Business Office.

References:

1= Raitt, Helen and Moulton, Beatrice. Scripps Institution of Oceanography: First Fifty Years, The Ward Ritchie Press, 1967, p. 21.

2= Ibid., p. 65.

3= Charles A. Kofoid to William E. Ritter, December 7, 1911. Charles Atwood Kofoid Papers (82-71), f. 8, p. 1.

4= Raitt, Helen and Moulton, Beatrice. Scripps Institution of Oceanography: First Fifty Years, The Ward Ritchie Press, 1967, pp. 64-65.

5= Charles A. Kofoid to William E. Ritter, October 20, 1911. Charles Atwood Kofoid Papers (82-71), f. 8, p. 4.

6= Raitt, Helen and Moulton, Beatrice. Scripps Institution of Oceanography: First Fifty Years, The Ward Ritchie Press, 1967, p. 99.

7= Ibid., p. 118.

8= UC Departmental Budget Form dated academic year, 1925-26. SIO Subject Files, *Budget 1924-25*, Sheet B.

9= Shor, Elizabeth Noble. Scripps Institution of Oceanography: Probing The Oceans 1936 to 1976. Tofua Press, 1978, p.