

**Interview with Vernon Heath**

**Interviewed by Ann Pflaum**

**Interviewed on August 28, 1999**

Vernon Heath - - VH  
Ann Pflaum - - AP

AP: This is Ann Pflaum. Today is August 28, 1999. I'm interviewing Vern Heath, who is one of the founders of the Rosemount Engineering Company, which got started at the Rosemount site of the Gopher Ordnance Works after World War II. Vern will tell us about his connections with the university and, I hope, a little bit about the how the company got started, and why it located at that site. I will turn the microphone over to Vern.

VH: Thank you, Ann.

I first went to work for the Rosemount Aeronautical Laboratories at the site in September 1951. But the stories were told about how it got started and I will repeat them. I think they are reasonably accurate. During World War II, they were building multiple munitions, factories in different places around the United States and they chose this site at Rosemount—I believe it's 8,000 acres—to build a munitions factory. They did proceed to build this factory and by the time it was ready to be operational, the war was ending, so it never actually produced any munitions.

The story that I understood is that Professor John Akerman, A-k-e-r-m-a-n, was head of the University Department of Aeronautical Engineering, part of the Institute of Technology. He was opportunistic. The story I heard is that for the university, he bought that property for a dollar. It had facilities they could use in aeronautical research. Right at the end of World War II, we were just starting to begin the move from propelled planes to jet planes and aircraft was present on the horizon, a big change coming up. Akerman, I think, gets most of the credit for establishing a program where talented engineers could work on a master's and/or a doctorate degree while getting research projects, primarily from the U.S. government but a few private ones as well. There was quite a bit of investment going into this kind of research, at the time. At that point, I believe the Rosemount Aeronautical Laboratories was one of the two or three top research laboratories in the United States, so it attracted some really bright people. It was a great concept: people were able to work and earn their living but also get their degrees. I would think there might have been ten project engineers out there. I remember when kind of at the peak, during the time that I went to work there which I'll come to in a moment, there were about 110 employees. They also constructed the housing area out there

of—I don't remember for sure—probably some twenty-five or thirty homes. They called them staff houses. They were about five miles from the laboratory itself.

I graduated from the University of Minnesota in December 1950 with a degree in accounting. I had, first, a job with the Maico Hearing Aid Company, but it wasn't really the job I was looking for. So I applied for this multiple job of accounting and purchasing and personnel, government contract negotiations, and some other things and I was hired for that position on September 17, 1951. I worked with these various project people. There was always an administrative engineering director of the Aeronautical Laboratories. The first one was [J. Leonard] Len Frame, F-r-a-m-e. He left after about a year and after I came to start a company called Fluidyne. I think it's still in existence out in Golden Valley. Other people that were just leaving about the time were Ken [G.] Anderson and Ed Abramson to start a company called Research Incorporated.

One of the project engineers was Frank Werner who was working on his Ph.D. He completed that, as I remember, early in 1956. Frank was and is a great inventor and had conducted research projects on aircraft instrumentation. He and his group—he had a group, I believe, of ten to twelve people—had developed this product called the total temperature sensor which was mounted on the outside of jet aircraft to measure air temperature, which was one of the inputs into air speed and altitude and other measurements for the aircraft. He had completed this project sometime, I think, in probably early 1956. The Air Force had tried to find someone to manufacture it and no company was interested because it appeared to be a very small market. The Air Force came back to Frank and asked him if he wanted to start a company and manufacture the product. Frank got permission from the university to do this company part time, while continuing his research there at the university, and got the rights to the total temperature sensor.

Then, in October 1956, he approached me and a senior engineer that worked with him on the project, Bob Keppel, K-e-p-p-e-l, to start a company. I was only the business degreed guy in the place. I was the only one to approach, so I had the good fortune of being in the right place at the right time. They were just in the process of converting a chicken hatchery in the town of Rosemount, Minnesota, into a group of, I believe, about ten apartment units. So we made arrangements to rent three of these units. The university gave us permission to work evenings and weekends on this second activity because we didn't have the money to go out and start a company without income. I misspoke when I said Frank got his degree in 1956, it was actually in 1955. We incorporated the company on January 16, 1956. It was kind of like making a watch at that time, in a way. It was very intricate. In fact, some of the early people we hired were watchmakers. This was at a point in time when watch making was becoming automated over in Switzerland and elsewhere and the demand for repair work on watches was not needed anymore. We worked part-time for about a year and a half into the middle of 1957. We built a 5,000 square foot plant in Bloomington, Minnesota, to build the total temperature sensor, but we also expanded into other temperature measurements and aircraft instrumentation.

The space programs came along. It was a very fortunate time for the, then called, Rosemount Engineering Company. There were a lot of requirements for temperature and pressure instrumentation and they were practically all special kinds of requirements. So we became the leading

supplier for this kind of instrumentation. It was based on the engineering genius of Frank and all the people who worked on it.

AP: Could I top you for a minute? What kind of engineer was Frank? Do you know what he got his Ph.D. in?

VH: Yes, he had a master's degree in physics and a Ph.D. in aeronautical engineering.

AP: Do you know what he did his dissertation on?

VH: No, but I'd be glad to give you his phone number. My memory is pretty good, but I don't remember that. Do you want his phone number?

AP: Sure.

VH: His office is (307) 733-4950.

AP: I will give him a call.

VH: Yes, it would be good to talk to him. I was fortunate...he was the genius behind starting this company and the products. I think I played an important role, but it was his foundation that gave us the opportunity to do the things we did. He could add a lot of information to this.

AP: Could I take a little detour? One of the things in this history that we're doing is we're talking about people's student experience. Before we go on to the company, could you describe for me what it was like to be a student in the School of Business when you graduated in 1950, and where you lived, and how you chose the university?

VH: That was an interesting story. I got out of high school in June 1947. I didn't really think I was going to be able to college. My family all had an agricultural background and no one ever went on to college. Later on, I guess this turned out to be a fortunate experience: as a boy, I had this polio and it became obvious that I could not be a farmer. When I was six and seven, that's what I thought I wanted to be.

AP: Vern, what community did you grow up in?

VH: Princeton, Minnesota.

I went to Courage Camp in the summer of 1947 and there was a fellow there that had polio as well and he had gotten a doctor's degree in English. He was confined to a wheel chair. He told me I just shouldn't give up not being able to go to the university. He told me that a company, Gamble Skogmo, did offer some scholarships for handicapped people. I didn't have a suit or anything, but they told me to come down there at eight thirty on a Monday morning. I hitch hiked a ride down. I left Princeton early in the morning. Unfortunately, it rained all day that day and I didn't have a rain

coat. [laughter] I showed up here in this big boardroom of Gamble Skogmo and the chairman, the president, and officers came in. I can't remember how long we chatted, but I never figured out whether I deserved the scholarship or if I looked so absolutely forlorn that they thought they better give me a scholarship. Anyway, I got a scholarship. That was part of my living and the Rehabilitation Department of the state paid tuition and books.

The first year then, it was just heavy with veterans back at the University of Minnesota in 1947. They were using these Quonset huts all over. You had long lines to get in classes. Many people stayed up all night in lines just to be able to get in any class, regardless of the time. The housing was so tight that first year that they made a barracks underneath Memorial Stadium. So for eight dollars a month, I was in one of the barracks that had about twenty people in it. You had an upper and lower bunk and a locker. The price was great. The ability to concentrate...if you wanted to study, you really had to go somewhere. I used to go over to the Engineering Library because it was just a little trek across over to that building. In that building, you could, in any twenty-four hours, play cards or talk. There was always somebody wandering around in there. The price was right and it was a great environment. Coming from a small town, in some ways, it was like taking a step up into a new world for me.

I was going to be a history teacher. I was always interested in history and at the end of that first year, my adviser, who was really interested in my welfare, convinced me that teaching was physically very demanding and she thought I should reconsider and take some other profession. I don't know how much you want of this.

AP: This is wonderful! I'm just delighted with it.

VH: I had always really liked math, so I chose to go into pre-business and took an accounting course right after that and really thought I'd found my place. I went to summer school and when I got through the pre-business, I got accepted into Business School in the summer of 1949.

AP: Can you tell me who your adviser was, who steered you away from teaching and into business? Do you remember her name?

VH: I think her name was Johnson. I've got another part to this story and I can remember his name was John Wheeler. In the winter quarter of 1950, my adviser then was John Wheeler. I was planning on going into public accounting to be a CPA [Certified Public Accountant]. John, also...these people really were concerned about me. They were always trying to give good advice. He said, "In public accounting, you travel a lot and you're moving around. In industrial accounting, you can usually go to a company and stay put and not travel around. I think you ought to go into industrial accounting." So I went more to the industrial side of accounting rather than the CPA direction. Some of these things—you kind of have to trust in God—work out. [laughter] That turned out to be the right thing for me. I graduated, then, in December 1950.

I had this first job as a cost accountant. I got out of school at Christmas and it was January 17, 1951, before I found the job with this Maico Hearing Aid Company. I think that had been a spin-off or

partly related to the University of Minnesota... a man—I think he was a doctor—Leonard Watson, as I remember. The cost accounting, particularly in those days—you didn't have computers and things like that—was a job I just didn't really like very well. After only eight months or something like that, I started watching the newspaper and I saw this job out at Rosemount, Minnesota, in the university. I liked the sound of the breadth of the job and I was successful in getting in that job. That was a really important career break for me, as it turned out, because of what happened afterwards. I got to do a lot of things. I became acquainted with purchasing and personnel and accounting, and government contract negotiation was important because when we formed our company, our first business was strictly government.

I guess I went through that university atmosphere maybe a little faster than you would like. I could go back and see if I could add to that.

AP: I'd love to know, did you go to football games?

VH: Oh, yes! I'll tell you what: I was a dyed-in-the-wool fan. I had listened to the Gopher's football games since I was about nine years old. The thrill of getting down there to that first game in September 1947... It rained that day too. I remember that well.

AP: Do you remember who you played?

VH: It was the University of Washington and Minnesota won: 7-6. Bud Grant caught the winning touchdown pass. School started that year on the 27th, but they had the football games the Saturday before school started.

AP: Isn't that amazing that you remember that? And it was raining!

VH: [laughter] Yes. I've been such a fan. The thrill of just coming to a game was great. In those days, a student athletic ticket, that let you go to any of the events, cost ten bucks. I missed a lot of lunches in order to have that ten-dollar ticket. I went to all the basketball games and things, too. That was a big thrill.

That first year, I remember...first quarter, boy! It was the first time I ever saw a White Castle hamburger. I think with a coupon, you could get six White Castle hamburgers for twenty-five cents or something like that. By the end of the first quarter though, I couldn't look at White Castle hamburgers anymore. [laughter] They had what they called a Men's Co-op, at the corner of Washington [Avenue] and Walnut [Avenue] and they had two nice older ladies. They may only have been fifty but when you're nineteen... Two sisters operated this Men's Co-op and for six dollars and twenty-five cents, you got twenty meals a week, provided that you did one meal of washing dishes, pots and pans, and that sort of thing.

AP: Give me those numbers again. You got twenty meals?

VH: Right, for six dollars and twenty-five cents.

AP: If you helped at one meal?

VH: Right. I think if you didn't work, it was seven dollars and fifty cents. I think it was a dollar and a quarter off if you worked one meal. In fact, I even worked some extra ones once in awhile.

AP: That's remarkable. That's a wonderful story.

VH: [laughter] They were two wonderful old ladies. It's kind of strange as I think back, I think it was strictly a men's place. I think they separated everybody.

Another interesting story... I've actually used these crutches for sixty years. Sometime during that freshman year, Fortune Gordien, who was an Olympic discus thrower for the University of Minnesota...

AP: How do you spell his last name?

VH: I'm going to do my best. I think it's G-o-r-d-i-e-n. I think he won the NCAA [National Collegiate Athletic Association] discus throw. He went to the Olympics and whether he won it or not, I can't remember. He insisted on taking me to a mixer over at Comstock Hall, which was a girls' dormitory. You had to go up a flight of stairs and he said, "Let's go up in that elevator," so we went up in the elevator. The lady in charge met me at the top when I got out of the elevator and she said, "Don't you ever go in a ladies elevator again!"

AP: Oh, no!

[laughter]

VH: It's kind of a change from the world today. That's a little vignette.

AP: Did you join a fraternity?

VH: No, I couldn't afford that. I just went in rooming houses. The first year, I stayed the whole year at Memorial Stadium. Then, the place I stayed the longest was on Walnut Avenue a half a block off of Washington.

AP: Do you remember any of your teachers and any of your courses that you particularly enjoyed?

VH: My first year, when I thought I was going to be a teacher, I took three quarters of humanities. It honestly was like a new world to me. You have to go back and think of growing up in the 1940s when my folks never had electricity or plumbing or anything else till after I'd gone from home. You didn't have the world of communications and things you have today. So you come to school, which, of course, is a whole change of life. Mrs. Parish taught that humanities. She was a wonderful

teacher. To read Tolstoy or about the people of the French Revolution or Voltaire, all these people, it was like a world I never knew existed. I remember her, particularly, in my freshman year there.

AP: Would Parish be spelled P-a-r-i-s-h?

VH: It's either one or two *rs*.

AP: I'll check that.

VH: I would think she's listed somewhere.

AP: Yes, I can check the directory for 1947.

VH: Then, there was a Miss Johnson, a math teacher. She was fabulous. She really challenged me to do better than I was doing. It was beginning and advanced algebra. They were wonderful foundation courses, at that time. Nowadays, these kids are doing this back in high school. She was a wonderful teacher, just a wonderful teacher. She really challenged me and I had a foundation in math that was really important throughout my life. I think the humanities was great too. I ended up doing continuous, extensive travel around the world and understanding a little bit of the culture and things of those various countries and the people. To understand that the French and the English and the Germans and the Dutch have their own culture and are highly protective of that culture was important to understand. So I think both that math and that humanities in that first year were particularly important to me.

In the Business School, Harry Heilman, H-e-i-l-m-a-n, was head of the Accounting Department. Another important one was a Mr. [Reuel] Lund, who taught Auditing. He was a good instructor, a real good teacher. John Wheeler, I mentioned.

[End of Tape 1, Side 1]

[Tape 1, Side 2]

VH: ...know what they were doing. [laughter] I took three quarters of natural science or something, which I found out afterwards I didn't have to take all three quarters of it. You know, even then, there this little complexity of exactly what was required and what wasn't. It all worked out. No question: people were concerned about advising me, to help me.

AP: The university had a very well known advising program headed by Dr. [Edmund] Williamson. He was considered the finest of the student personnel advisers in the country.

VH: Oh, is that right?

AP: It was just a tremendous strength. It was a spin-off from the Psychology Department. They took a lot of Psychology Ph.D.s and put them into student advising and student counseling. It's something that has always stood out at Minnesota during those years.

VH: Was he at Eddy Hall?

AP: Yes.

VH: Yes, I knew Eddy Hall well.

[break in the interview]

VH: Those two teachers that were really important in that freshman year were Mrs. Parish and this Miss Johnson, who was a math teacher, a fabulous teacher, and, then, Dr. William O'Brien, who was famous for years there. Everybody took this health course, like health 101.

AP: I think it was the School of Public Health.

VH: Yes, right.

AP: Do you remember what you studied? What was the curriculum, approximately?

VH: We didn't know so much about our bodies and things in those days, as they do now. It was like physiology 101. Every student in SLA [Science, Literature, and the Arts] had to take that health course. Dr. O'Brien had a Sunday morning program on WCCO radio. He was on that station for years and years. Then, his son by the same name took it on and he was on the radio for years and years. From my freshman year, that's kind of what I remember of teachers and advisers.

AP: That's very helpful.

VH: As I started into the Business School, a Mrs. [Lillian] Warner, W-a-r-n-e-r, taught marketing and I did very well in that marketing. Later on, as I was almost doing more marketing than accounting, but my accounting background always was really a wonderful foundation for what I did later on. Mrs. Warner was a great marketing instructor and she's still alive. I saw her not too long ago. She has been teaching part-time, even nearly fifty years after I graduated—but I think she may not be doing it right now—in the Carlson School. I remember in my sophomore year—I can't remember who taught these—Psychology I and II and also human resource. I think they called it Personnel then. Those were great background courses if you're going to spend your life, in essence, dealing with people. My insight was excellent anyway but I think these courses really gave me a firm base of knowledge in general, which I think helped me all my life.

AP: Was psych taught in a large, large class?



VH: I should remember that, but I don't. I remember Dr. O'Brien's class that I was talking about must have been in Northrop Auditorium or whatever was big enough to hold it. It was a huge class, like 500, 600, 700.

AP: It may have been a business psych, which could have been smaller.

VH: It was while I was still in SLA. Business School, at the time, was in Vincent Hall. There were three levels in Vincent Hall. You could go from classes up and down. Fortunately, I was in good shape when I was young so I could do it. It was a heck of a lot of walking around that campus. I found more little tunnels underneath these buildings in the wintertime, that were part of the heating system, and I could go to a lot of buildings just by wandering around there. I looked for them all the time and followed them when I could, because, sometimes, in the wintertime, it was treacherous walking.

AP: Perhaps, we could now go back to the company.

VH: As we started in 1956, it was for these aircraft instruments. As I said, we were very fortunate that the space program came along. One of the blessings that happened to us was when the Russians launched *Sputnik*. At that moment, at least as perceived by the world, the Russians were ahead of us in space programs. Under the [President Dwight D.] Eisenhower Administration, they started accelerating these space programs and we started to get projects. Then, when President [John F.] Kennedy came along and gave his famous objective of putting "a man on the moon in this decade and returning him safely to earth," that just accelerated things. For a company starting in without any cash to speak of and also the means of developing a lot of technology, we were hiring a lot of engineering students, particularly mechanical engineers, right out of the University of Minnesota. You had young people that, maybe, were one or two years out of school and they were project engineering the instrument that went on Neil Armstrong's backpack space suit when he went to the moon. I think that one, in general, doesn't recognize what these young, talented people can do, given the opportunity.

AP: Do you remember what year that flight would have been?

VH: The Neil Armstrong one?

AP: Yes.

VH: Yes, it was July 20, 1969.

AP: What was the instrument? I want to get the exact title of the instrument that your company designed for him.

VH: There were three measuring devices. It's funny I can't remember those names specifically.

AP: Do you remember what they were attempting to measure?

VH: They were monitoring the temperature in the space suit. I've got that information. I'll get that for you.

AP: That would be great.

Did you have to compete for the federal contracts?

VH: Oh, yes. After we kind of won the initial go-a-rounds, usually, unless they had a problem with your instruments, they stayed with the supplier. You had extensive qualification tests under the various vibration levels and the temperature levels and everything else that spacecrafts go through.

AP: So there were various protocols that you had to meet?

VH: Right. There were very tough qualifications.

AP: The company remained in the space business, say, through the 1960s?

VH: I think they still sell some of those instruments yet today—obviously, in a smaller quantity. They were very important in the 1970s and the 1980s. When I was there, we still continued to sell quite a few of those. I don't know if you've ever seen the movie *Apollo Thirteen*? That was the third launch to go to the moon. The Apollo launch that Neil Armstrong was on was Apollo Eleven. Apollo Twelve was successful in going to the moon. Apollo Thirteen had this small explosion out there in space and the whole world was riveted for three days, I think. It had happened as this space ship neared the moon. They decided the best thing for them to get back was to go around the blind side of the moon and get some kind of an acceleration coming off the moon and head it back to the United States. It was touch and go whether that space ship would get back safely and they did. It's an amazing story. If you ever rent a video—I'm sure they've got it—*Apollo Thirteen* is a great story of real life in the space program that the United States had the biggest problem with. It wasn't our product that caused the explosion they had on one of the engines, but we did a lot of work afterwards to help them solve the problem they had.

AP: Your product, again, was this temperature sensing on the space suit?

VH: There's various parts to the space program. You've got the launch vehicle, which I think was the *Saturn*, and we had many instruments on that. Then, you had the space vehicle itself. Once they get up out of the atmosphere, the launch vehicle disengages. Then, they've got the space vehicle itself. Then, they had this, they called it, LEM, [Lunar Exploration Module], the landing module. There were three separate parts and we had instrumentation on all three of those parts. When they got to the moon, the LEM went down to the landing on the moon with Neil Armstrong and... I'm forgetting for a moment who was the one that went with him to the moon. Then the other pilot stayed up in the space vehicle and rotated up there while they did their thing on the moon surface. This LEM, they took back up to get them back into the Apollo vehicle that would return them to earth. We had instrumentation all over those three vehicles.

AP: This was the 1960s. By this time, about how many employees did your company have?

VH: In 1957, when we went into this 5,000 square foot building in Bloomington, we had about sixty. Then, in January 1959, we built a 20,000 square foot building, also in Bloomington at the corner of what's now Normandale [Boulevard] and [Interstate] 494. We had about 120 or so when we went into that building. By 1965, we had 500 to 600 employees, something like that. Then, in 1965, we built a building out in Eden Prairie, which, in 1969, became the headquarters building for Rosemount. Then, during this time, we—I'll just talk about buildings for a moment—sold the one called the Normandale Building and we had the headquarters in Eden Prairie. We built an aeronautical factory out in Burnsville and we bought a facility in Eagan that was where our temperature work was. Then, we bought a second building in Burnsville and built a fairly large building out in Chanhassen in about 1983.

From January 1956 until September 1968, Frank Warner was the president and chief executive officer [CEO]. In September 1968, Frank wanted to retire from the company and he went to Jackson Hole, Wyoming. I became the president and CEO. We were in the process, at that point, of taking the technology we had developed in the space programs and so forth and going into industrial process markets, like chemical plants and refineries and steel and pipelines and all those things, where you're processing something or moving fluids around, like pipelines move oil. We made our first real introduction in 1969. It was called the differential pressure transmitter. That was a big measurement out in the industrial world, the non-government world. It started slowly, but today Rosemount is the world leader in that particular measurement.

AP: If I remember correctly, ultimately the company got sold?

VH: In 1976. As Frank retired from the company—I didn't have that much stock, didn't have control of the company—it was a bad time in the stock market world in the 1970s, in general, and it was particularly tough on small companies. We were not worth much. We were public by this time, but we were not valued very highly. We had some unfriendly people threatening to take us over. There didn't seem any way we could block it. Emerson Electric made a peaceful offer. It fit their strategy for the future, so we were acquired in August 1976 by them. At that point in time, we were doing about \$40 million plus in sales.

AP: And about how many employees by then?

VH: I would say we had about 700, at that time.

AP: That's just remarkable from zero to 700. That's a remarkable story.

VH: In that time frame, we had companies in England, Germany, France, Switzerland, Holland.

AP: Do you mean customers?

VH: Actual Rosemount companies.

AP: They were all making pressure transmitter type devices?

VH: The manufacturing facilities were in England and Germany and the others were, primarily, sales and service and, maybe, light assembly. We had a Japanese joint venture in 1975.

AP: Did you stay with the company after it was sold?

VH: Yes, I ran the company till September 1991. I stayed on as chairman [of the board] until October 1994.

AP: That's a long tenure.

How did you get active in the University of Minnesota Foundation? I know you've been involved in that.

VH: I had friends there, particularly Bob Odegard and Dale Olseth. I can't remember if it was Dale or Bob that approached me about joining the board. Then, in like 1987, I became chairman of the Foundation Investment Committee and I did it, I think, for nine years.

AP: It was very successful, I understand.

VH: It was a good time in the market, so you had to really mess up not to be successful. We did well. We had a very fine Investment Committee of people like Dale Olseth and Fred Friswold and Mike Winton and Steve Pflaum. We had a good working relationship on that Investment Committee. We were very successful during that period of time.

AP: Do you remember the first capital campaign in 1985 to 1988, the campaign to raise \$300 million?

VH: Yes, remember it quite well.

AP: What would you attribute the great success to? Why did it succeed so well? You broke the barrier. You raised \$365 million.

VH: There's an awful lot of graduates of the University of Minnesota that are extremely loyal to that school, some really great leaders around there, some of the people I've mentioned. Of course, Curt Carlson headed that campaign and set a great example. It was well organized and had the involvement of a lot of not only graduates but other people. It became their extended family university, if you will, by the fact they came to Minnesota for one reason or another. There's a lot of Minnesota graduates that are in key positions around the country.

AP: In 1962, when the Foundation was established, there was just modest fund raising. I think the three revolutions of the Foundations... One of them was to go national with well-connected

contacts. A second one was to ask alumni to dig deeper and give at larger levels. Then, the third was to create a sense of affiliation for people who lived in Minnesota. They didn't limit themselves to only alumni of the university. Those things seem to have worked very, very well.

VH: [unclear] history. You should get this from some other people. Do you know where Bob Odegard is?

AP: Yes, I do, indeed. I've had an interview with him.

VH: He was kind of the first leader of developing the Foundation. It was a tragedy because, yesterday, I attended the funeral of his wife.

AP: I just learned about it. I missed the funeral and I'm so sorry.

VH: He was succeeded by Jerry [Gerald] Fischer who you probably have talked to?

AP: Right. Then, by Steven Rozelle. Rozelle was actually the director during most of the mid 1980s capital campaign.

VH: Yes. He wasn't there too long.

AP: No, about 1985 to 1989. Then, Odegard came back for a couple of years and, then, Fischer came in.

VH: You've checked those years?

AP: Yes.

VH: I didn't remember Steve was there that long. Jerry's done a great job and he really gets the people involved and Bob, particularly, too. Of course, the stock market has been so fantastic in recent years that it's been easy. There's been a more receptive market to get these contributions. You've been able to raise the bar, if you will.

AP: This has been an extremely helpful story. I appreciate your contributing to it.

VH: Okay. Nice to talk to you.

AP: Nice to talk with you. Have a good day. Thank you very, very much.

[End of the Interview]

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Vernon Heath Interview