

An Interview with  
**Julia Muller**

at *The Historical Society of Missouri* St. Louis  
Research Center, St. Louis, Missouri

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interviewed by Dr. Blanche Touhill  
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**Oral History Program**

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## PREFACE

The interview was taped on a placed on a tripod. There are periodic background sounds but the recording is of generally high quality.

The following transcript represents a rendering of the oral history interview. Stylistic alterations have been made as part of a general transcription policy. The interviewee offered clarifications and suggestions, which the following transcript reflects. Any use of brackets [ ] indicates editorial insertions not found on the original audio recordings. Physical gestures, certain vocal inflections such as imitation, and/or pauses are designated by a combination of italics and brackets [ ]. Any use of parentheses ( ) indicates a spoken aside evident from the speaker's intonation, or laughter. Quotation marks ["" ] identify speech depicting dialogue, speech patterns, or the initial use of nicknames. Em dashes [—] are used as a stylistic method to show a meaningful pause or an attempt to capture nuances of dialogue or speech patterns. Words are *italicized* when emphasized in speech or when indicating a court case title. Particularly animated speech is identified with **bold** lettering. Underlining [   ] indicates a proper title of a publication. The use of underlining and double question marks in parentheses [   (??) ] denotes unintelligible phrases. Although substantial care has been taken to render this transcript as accurately as possible, any remaining errors are the responsibility of the editor, Josephine Sporleder.

Blanche Touhill: Would you introduce yourself?

Julia Muller: Sure, I'm Julia Muller and after a career in higher education and banking, I'm now a community volunteer and serve on maybe eight boards about now.

Blanche Touhill: Wonderful. Would you talk about your childhood: your parents; your siblings; your cousins; grandparents; the children you played with when you were growing up? Who encouraged you to sort of be what you wanted to be, because in those days, that wasn't necessarily an active conversation. When you went to grade school and high school, were you a leader? Did your teacher say, "Julia, you have abilities and you should think about what you want to do"? Just talk about your childhood and what experiences you had and did you really demonstrate that you were a leader beginning to blossom?

Julia Muller: That was an all-encompassing question and I knew you said you were going to ask me. My parents were supportive and family were supportive. While I think back about it, I was in a consciousness-raising group in probably the '60s or '70s, whenever those were popular and I remember being at one session and there were maybe 15 to 20 women sitting around on the ground and every single one of them said that their fathers had wanted a boy, of which I found just stunning because Mother told me...my father died when I was 10...that he very much wanted a girl. They had had one miscarriage and then an older brother who died after maybe a week and so he wanted everything different. So he really wanted a girl. So I think he was really encouraging. His parents preferred my brother which my mother told me later just drove my father crazy. He hated that because he thought I was as good as my brother and I remember him saying that if you join something, you have to participate and you have to do things. So I think that was a clear message I got, not that as a girl I should do this or that, but he was the president of the chamber of commerce and mayor of the town and all that kind of stuff. Now, as I said, he died when I was 10 and actually, he was in World War II so he was gone for several years in there. And so I'm sure my mother was really encouraging also, although I really appreciate far more what she did in retrospect than I ever did when she was alive. My brother and I once were laughing when everybody started talking about single

mothers. We'd never considered growing up with a single mother when she was widowed at age 40.

Blanche Touhill: She was a single mother...

Julia Muller: So she was a single mother.

Blanche Touhill: ...but you never thought about it.

Julia Muller: No, we never thought about it and, of course, our grandparents were really active and these kinds of things and it was never...if you were going to college, it was "when" you were going to college and I can remember first hearing about college when I was four and I know because I can picture the kitchen where Mother and Daddy and I were talking about it and we only lived in the house for a short period of time so it was when I was four and, in fact, my mother enrolled me...it was fashionable in those days...enrolled me in college when I was a baby.

Blanche Touhill: Oh, it was fashionable.

Julia Muller: Apparently it was and she said it was really hard to figure out when I would end up going to college but she did that. She was a smart woman and she decided not to go back to work. She'd worked between college and marrying Daddy...the IRS actually because my great uncle was head of it in Washington at that point, and she decided not to go back to work when Daddy died because she figured my brother and I had had enough upheaval in our lives with him dying. So she said the first thing she did was save \$10,000 if you could imagine, to send Dick and me to college. Then she invested in the stock market and actually did very well at it.

Blanche Touhill: Had she had experience before then?

Julia Muller: No, I think she was smart and she read. My one female cousin and I talked about it because Sarah majored in art history and ended up working for a corporation in New York that bought and sold businesses and she really attributed a lot of that to Mother. She said it was common sense but Mother, as a role model and everything, but at the same time, you might ask...but my grandmother taught school. My grandparents went to college. My parents went to college. One of my great grandfathers went to Oxford. So it was just expected that I would do things. I know Mother...it's interesting, she always told me I had to be

able to support myself. Now, I'm not sure she thought might have to do that but she always said I should be able to support myself. But interestingly enough, when I told her, she had given me that message all the time, she totally didn't remember telling me that, which I thought was sort of funny.

Blanche Touhill: Were you aware that your father was at war?

Julia Muller: I was little. He left when I was a baby. I remember him coming home because we went to pick him up. He was able to come home, I think, at least once or twice during the war. We went to visit with my grandparents. I don't think I was particularly aware of it. We have pictures of us all in my wading pool when he came home.

Blanche Touhill: Well, the fact he came home at least once or twice...

Julia Muller: Yeah, mm-hmm.

Blanche Touhill: ...probably made a difference.

Julia Muller: And we lived with my grandparents since Mother had had a miscarriage and lost a baby and she was pregnant with my brother. So we lived with my grandparents so I had both grandparents and one great aunt or two great aunts and a great uncle. So I think I was very doted upon. It's a wonder we weren't all just spoiled rotten. And as far as a specific teacher, well, I was the teacher's pet in kindergarten but I don't think that quite counts. I think they were all encouraging. I don't remember a specific one. I liked them. I got along well, I think, with my teachers. I don't remember a particular one that was encouraging or discouraging and I don't remember...Mother just expected us to do well. She didn't go on and on about grades but obviously the expectation was there that we would do well and she wasn't as much of a participant as Daddy was, although goodness knows, she had chances to be. But I think, you know, expected to participate and do well.

Blanche Touhill: Well, I think your father's words, "join" and then do something, take part in it that made an effect on your mind.

Julia Muller: Mm-hmm. Yeah, you don't just sign up and not do anything; you participate.

Blanche Touhill: And your mother probably treated the girl the same as the boy.

Julia Muller: I think so because I can remember Daddy...it must have been not long before he died unexpectedly...teaching me how to bounce a basketball and I remember out on the front porch and he told me that once I could bounce it 100 times without losing it, he'd get me anything, what I wanted. Well, obviously I wanted a book so he probably knew that ahead of time. So, he did those kinds of things as well or thought they were important.

Blanche Touhill: Well, were you a reader? You obviously were a reader...

Julia Muller: Yes.

Blanche Touhill: ...but were you a leader in elementary and secondary school?

Julia Muller: I think so, as much as there are probably.

Blanche Touhill: So you joined clubs?

Julia Muller: Yeah, oh, yeah, certainly joined clubs and served as...since Daddy had been a banker, I got to be treasurer of different things which makes no sense, like Mother who got to be the cookie treasurer, the Girl Scout Cookie treasurer. I had a cart table full of dimes in the living room. A box of Girl Scout Cookies at that time must have cost a dime. Oh, yeah, and in high school also, joined things and on the student council and Future Teachers and that sort of stuff.

Blanche Touhill: Was it a large school or small?

Julia Muller: There were a little more than 300 in my high school class. There must have been close to 1000 in the high school. There were three grades and growing up in Kansas, it was all integrated. Now, the grade school was not because it was in an area where there weren't any African Americans but certainly the junior high and high school were. It was a new high school, since it had been segregated before. But it was a new high school.

Blanche Touhill: So was Stevens College the school your mother signed you up for?

Julia Muller: Yeah, mm-hmm.

Blanche Touhill: And why did she choose Stevens?

Julia Muller: I think because she loved it or liked it and thought I'd get a really good education and I really did love Stevens. I think if I went to a girls school

which, of course, now is a women's college...it's transitioned...when I was there, you could only get a Bachelor's Degree in fine arts because it was transitioning right then so I had to transfer to a university after that. But that meant that girls talked in class. There weren't any boys to take up the air time. You had all the leadership roles because there weren't any guys. I think there's some interesting statistics, at least at one point, that there are more women in Who's Who that went to women's colleges. There's a disproportionate amount of women.

Blanche Touhill: And you think that's true, that there's more attention and more opportunity?

Julia Muller: Well, sure because if you read a lot of the research...and I haven't read it recently but if you look at air time in classes, it's the boys...men now...who take up most of the air time and hold a good portion of the leadership positions. And Stevens had a wealth of opportunity. There were all different kinds of organizations and all different kinds of things you could do.

Blanche Touhill: And what did you take part in?

Julia Muller: Oh, I don't even remember. That's hard. I don't remember. You know, it's been done.

Blanche Touhill: Did you know what you wanted to do in life?

Julia Muller: Well, I started out wanting to be a teacher and so I did that and decided high school would be better than grade school. So I majored in English and Russian, Why Russian, I have no earthly idea, but I was tired of French, I guess so I took English and Russian. Then the second year at Stevens, I took Russian at the University of Missouri. Stevens paid for it so I'd go back and forth for classes. But, you know, it was really interesting because, after two years, I transferred to University of Kansas and I remember sitting in a class and it was a small class. It was required that most people took it as a freshman. Of course, I was taking it as a junior and there were maybe six people in the class and I remember the guys were going on and on and had no earthly idea what they were talking about and sort of sitting there listening to them and thinking, you know, they really haven't...I don't remember philosophy, political philosophy, I think, at that point, what they were talking about and it sort of came back to me when I worked at SIU-Carbondale because I was head of the

administrative professional staff and so I went to all the board meetings and all that stuff, including on the university plane when they were at Edwardsville, which was really interesting. And I remember listening to a lot of men at the party and thinking, you know, they have no idea what they're talking about. They were talking about the university administration or something and they just had no...they were faculty members...had no concept. But it was interesting.

Blanche Touhill: When you graduated then from the University of Kansas, what did you do then? Did you go to graduate school right away?

Julia Muller: Well, at KU, you could do both. If you finished your undergraduate, you could be dually enrolled so the second semester of my senior year I did half undergraduate and half graduate and then I went to graduate school that summer and then I moved.

Blanche Touhill: At Kansas?

Julia Muller: At Kansas. Then I moved to a suburb of Boston and taught school but I couldn't go to graduate school because the school's year went too long there to get back to Kansas to start. So then went to Carbondale and so I was really lucky, I finished up my Master's.

Blanche Touhill: At Carbondale?

Julia Muller: Yeah, mm-hmm, so ironically, I think my doctorate is the only one I got from one institution which sounds really stupid.

Blanche Touhill: And was it Carbondale?

Julia Muller: Yeah, I got my doctorate. You know, you ask how supportive my parents were and I remember being sort of apprehensive telling my mother I decided to go get my doctorate. Her comment was, "Well, I'll pay for it."

Blanche Touhill: Oh, how wonderful.

Julia Muller: Yeah, as it was, the university didn't charge since I had been on staff and took a leave but you know how you used to have your dissertation...had to have your dissertation typed and all that? She paid for all that.

Blanche Touhill: Oh, how wonderful.

Julia Muller: So that was really good, yeah.

Blanche Touhill: How was your teaching experience in Boston?

Julia Muller: I loved teaching. It was really fun. I taught in a middle class suburb and I'm so lucky, I didn't get some of the jobs I'd applied for in the City of Boston or some of the other suburbs. It would have been really, really hard.

Blanche Touhill: But you liked the place you worked?

Julia Muller: Oh, yeah, and I still hear from a couple of the students so that's really nice, to find out what they're doing, which is fun. But it was fun. I loved teaching.

Blanche Touhill: I wonder if you inspired them to do something?

Julia Muller: I don't know.

Blanche Touhill: We were talking about teaching and how some students really keep track of their ex-teachers.

Julia Muller: Mm-hmm, I hope so.

Blanche Touhill: Yes, but you don't know, do you?

Julia Muller: No, you never know what's going to happen and you wonder what happened to some of the students or how their lives have turned out. I know from a couple but a couple of them, they don't necessarily know some of the students or know what's happened to some of the students I was curious about. But it's interesting.

Blanche Touhill: At Carbondale, how did you like Carbondale?

Julia Muller: I loved that too. I really liked all my jobs, or loved them all. I was really fortunate because one of the professors that I'd had at University of Kansas had changed to SIU-Carbondale so they accepted all my credits and all that kind of stuff and so it was easy enough to finish up my Master's there. And interestingly, I was talking to someone and they said, "Well, there's a job in academic advising" and I have been so lucky in getting jobs. My mantra is "never turn down a social opportunity." I, incredibly, got a teaching job in Boston when no teaching jobs were available. I got a job at SIU when they had way more applicants than they ever took. I got another job because I went up the street to a party. I won

another job at the bank when I went out to dinner. Never turn down a social opportunity.

Blanche Touhill: It's a wonderful phrase. Well, talk about SIU...I'm sorry, it was Carbondale.

Julia Muller: A large research university, very diverse, so there were lots of different people, lots of different interests, very active social scene, very active...you know, plays, talks, theater, musical...opera, all that kind of stuff because it was very different than the University of Missouri is because it was a large university in a small town so the university provided so much opportunities. There was just a whole lot of things to do where, when I came to the University of Missouri-St. Louis...and I think this has changed so much, thanks to you, Blanche, too...there are a lot more things going on on campus than there ever were when I came. They expected you to go get it from the metropolitan area.

Blanche Touhill: Yes, they did. Well, we put our money on the academic side of the house and we didn't put it much on the cultural experience of going to college. It was, who were the faculty and what were their credentials and what would they give to the students.

Julia Muller: Yeah, and SIU had done that and paid faculty extremely well because they wanted to build up programs, but at the same time, since it was a small town, the university provided a lot of the other things too. I was just a different experience, and of course SIU was much larger. It's just more complicated.

Blanche Touhill: I never met Delite Morris. Did they ever talk about Delite Morris when you were at Carbondale?

Julia Muller: Oh, sure. He was there and I was there when they shut down...

Blanche Touhill: Oh, he was there?

Julia Muller: Oh, yes. He was a wonderful president. He stayed a year or two too long. It's a real grace to leave at a good timing, at the right time. You look at university presidents or CEOs of corporations or so who stayed just a little too long.

Blanche Touhill: Yes, because he did build the place and he made it...

Julia Muller: Huge.

Blanche Touhill: ...a research public...

Julia Muller: Oh, yeah.

Blanche Touhill: I assume some land grant, or did he have a commitment to the community?

Julia Muller: Absolutely. It's not a land grant institution.

Blanche Touhill: But it was that commitment. He really wanted to bring a good research public institution to Southern Illinois that didn't have any of those facilities at all.

Julia Muller: Absolutely because it started out as a normal college and he really built it and then, I think it was Palick, I can't remember the name of the legislator who was extremely helpful in Springfield and really brought all kinds of money to the campus, and Delite was pretty much a perfectionist. Like, the trees had to be in the right...I mean, he cared about the whole thing: the trees had to be in the right place. One of my research professors on my dissertation talked about, he wanted the desks a certain size and the library and all these kinds of things. But he stayed a year or two too long and then, with all the problems that hit the campus, the campus closed, but he was a nice person as was his wife.

Blanche Touhill: Everybody has said that.

Julia Muller: Oh, yeah, mm-hmm. I think he did a lot for the town and the university.

Blanche Touhill: And for, really, the Midwest in particular, I think.

Julia Muller: Mm-hmm.

Blanche Touhill: What was your dissertation on?

Julia Muller: University governance, the socialization theory because it was something I'd always been interested in and, as I said, I was head of the administrative professional association on campus so I'd been active in that and I got the advice before I started that I should know what I wanted to do my dissertation on when I started my program. So I really tunnel-visioned into that area. It took me longer than my prelims but I finished my doctorate, I think, in 18 months. I didn't do anything else but.

- Blanche Touhill: Yes, but nevertheless, that was wonderful.
- Julia Muller: Yeah, yes. I had a year's leave from the university and then I asked for six months' extension when I realized I could get it done.
- Blanche Touhill: And you got it?
- Julia Muller: Yeah, they were really good about that. And so I took my prelims early, which took more work because I'd honed in on my dissertation topic all through.
- Blanche Touhill: Well, that is the way to do it though.
- Julia Muller: It worked.
- Blanche Touhill: Yes. If you have your topic before you start...
- Julia Muller: ...you just do the readings and all that and of course then it was all books out of the library and journals and all that kind of stuff.
- Blanche Touhill: Well, and it was probably your experience in that it's sort of semi-administrative job.
- Julia Muller: Mm-hmm.
- Blanche Touhill: So when did you decide you really wanted to be an academic administrator?
- Julia Muller: Well, it sort of happened when I got the first job, which was an academic advisor and one year I did two half-time jobs which was teach in the School of Education and be an academic advisor. Then, as I said, I went up the street to a party and the dean of Student Affairs was there and he said...one year I went up to him and I said, "Well, that'd be a really interesting field to work in." Well, I went to the same party a year later and he looked at me and he said, "You know, Julia, we have this job opening and we hired this person from out of town and all of a sudden they can't come. Why don't you come over and talk to us." So that's how I got into Student Affairs.
- Blanche Touhill: Oh, my goodness.
- Julia Muller: Yeah.
- Blanche Touhill: So what did you do for him?

Julia Muller: I did residence hall educational programming. So obviously a lot of students at SIU were in the residential halls and so did the educational programming. The childcare program and married student housing reported to me...developed all the educational programmed, developed a program to tie faculty members to different floors in the residence halls, did all kinds of interesting stuff, eventually ended up being responsible for the discipline system, which was an interesting experience.

Blanche Touhill: For all students?

Julia Muller: Mm-hmm.

Blanche Touhill: Oh, my.

Julia Muller: Oh, yeah, including academic which you know is not fun.

Blanche Touhill: Oh, my, yes.

Julia Muller: And, of course, in a large residential, there are lots of kids who get drunk and do really stupid things. But at one time I had...because we'd rearranged, I had, like, two full-time jobs. They got me more graduate assistance and more help, but still...

Blanche Touhill: You were the responsible party.

Julia Muller: Yeah, advised a lot, several student groups which was lots of fun. I didn't spend a lot of time at home, much less in the evening because that takes a lot of time. It was really interesting working at both a large residential and then...

Blanche Touhill: ...in the urban university.

Julia Muller: ...urban university. Large residential, you'd go to work on Friday and you'd think, gee, I don't have anything scheduled today. I can get that project started on, and you'd go home at 6:00 or 7:00 and realize you had not even looked at the project. Here, it was Monday morning that was always their busy time.

Blanche Touhill: Monday morning here was very busy, yes.

Julia Muller: It's just really interesting where a large residential, it was Friday that was the really busy time.

Blanche Touhill: Did you have to work over the weekend then?

Julia Muller: Oh, sure.

Blanche Touhill: Because if you weren't finished, you wanted to be finished by the next...

Julia Muller: Certainly here I spent a lot of the mail over the weekends or just writing reports, all that kind of stuff. Oh, yeah. When I changed from working at academia to business, the people at the banking always said, "Well, you must work much harder here." And I'm thinking, they're crazy because you never had a 40-hour week. It was usually 60, 70 hours by the time you did these kinds of things.

Blanche Touhill: Because there's so much talking to people...

Julia Muller: Yeah.

Blanche Touhill: And then you have to do the office work after hours or on the weekend.

Julia Muller: Sure, yeah, just the mail to go through and now I can't imagine what it was like with the e-mail. That's just going forever, constant.

Blanche Touhill: That's true.

Julia Muller: And, of course, when you went to banking, you entertained customers.

Blanche Touhill: Forever?.

Julia Muller: Yeah, but I certainly knew how to handle certifiable clients at the bank. There was one that went up and threatened to shoot up the county government office that had been in the bank and I was really glad I...

Blanche Touhill: ...you had had that experience on dealing with these situations.

Julia Muller: Yeah, dealing with the discipline: never let them get between you and the door of your office.

Blanche Touhill: There was an administrator here on our campus and he always had an office that had two doors or he had a way to...it was a front office, a front door and then there was a way that he could go around in the back because he had lived through the demonstrations of the '70s and he had a very sensitive job and he just wouldn't go in offices that were just one way in and one way out. He was always looking for...

Julia Muller: I remember a couple of times the police came over and sat in my outer office when I dealt with a couple of students.

Blanche Touhill: Oh, yes, I would think so.

Julia Muller: Or they brought them over for me to deal with, yeah. Yeah, interesting.

Blanche Touhill: Well, we all have stories, don't we, about our administrative days.

Julia Muller: Absolutely.

Blanche Touhill: So you got your doctorate and then you stayed there for a number of years and you liked the student side of the house?

Julia Muller: Mm-hmm. Actually, my degree was more in academic affairs but I liked the student side, yeah.

Blanche Touhill: So, then, how did you get to UM-St. Louis? Did you go to another party?

Julia Muller: No, I didn't, but I just decided to see what it would be like to apply. I applied. Once again, I was extremely lucky because they had hired somebody else, I think, and that person then bailed so my application just hit at the right time. So I think I applied one week, I think the next week I came up to interview and got the job the next week. I mean, something just incredible like that. Once again, it was just being totally in the right place at the right time.

Blanche Touhill: So you had to go back home and pack and move?

Julia Muller: Yeah. Well, they gave me a month or so but, yeah, to finish up the job there and then to start here, mm-hmm.

Blanche Touhill: And what advice did people at SIU-Carbondale, give to you as you were coming to St. Louis or did they give you any?

Julia Muller: I can't remember any particular advice. They gave me a party to say goodbye and stuff like that but I can't remember any particular...have fun, you know. People would come up to visit me to see what was happening. So that was interesting.

Blanche Touhill: Did you say there was a difference between the students at the one place than the other?

Julia Muller: Both places, you see such a bimodal distribution of students. You see the really good ones and you see the ones that get in trouble with the discipline system. So you see the student government ones, the ones that are active in the organizations, these students, and then you see the ones that have gotten in trouble. So I can't think of a lot of difference between them. I didn't have to worry about the ones here pouring a huge garbage can of water down the elevators. Here I didn't have to worry about them getting drunk and doing really stupid things because there were no residence halls at that point. There were probably more academic issues here than there were at SIU. I can remember a computer issue at SIU and I don't remember a computer issue here.

Blanche Touhill: You mean hacking or something?

Julia Muller: There were access cards that were a different color and somebody had picked up access cards. It was when you had all the cards and stuff so that kind.

Blanche Touhill: So when you came here, what was your job?

Julia Muller: I came as assistant dean of Student Affairs, or Student Services and then I thought, oh, good, I've got a mentor here and he left, he announced he was leaving in, like, a month or two after I got here and so I was incredibly fortunate again to get the job.

Blanche Touhill: Was that Connie?

Julia Muller: Yes, Connie left and so he...

Blanche Touhill: And so you were the associate and so you just were appointed the interim?

Julia Muller: Yeah. Arnold appointed me the interim but at that point, the dean of Students reported to Everett.

Blanche Touhill: Oh, Walters?

Julia Muller: Walters, who was a vice chancellor and so Arnold decided to rearrange and so the dean of Student Affairs then reported directly to him and then changed the reporting line so he got rid of that one vice chancellor and then I reported directly to Arnold and he also put the athletic department under the dean's position.

- Blanche Touhill: Under your dean...under your unit?
- Julia Muller: Yes, they were not really happy about that. Now, Chuck Smith was great, at least he was polite and nice.
- Blanche Touhill: Well, he was the athletic director.
- Julia Muller: Yes, he reported to me.
- Blanche Touhill: But some of the coaches were not?
- Julia Muller: No, they weren't just really happy to have to report to the women and I think a check went around me several times to Arnold because he would have rather reported to the chancellor directly. Arnold kept saying no so he had to deal with me and we got along okay. But then he rearranged some other things too. So it was interesting, but they'd come down to two candidates, me and someone else.
- Blanche Touhill: In the national search?
- Julia Muller: In the national search and fortunately Everett had a phone call asking and he heard a slight hesitation so he went to visit the other campus and when he got there, it didn't sound so good so they hired me because I'd never had that much administrative experience. Now it turned out, I knew a lot because we'd had big staff meetings at SIU in the Student Affairs division so I'd heard a lot of people talk about a whole lot of different things and I can remember Arnold saying, when I told him I was leaving, he said, "You have so much knowledge in this area that we're really going to miss that" because I had done that much or had that many people report to me but I'd certainly learned a lot at SIU.
- Blanche Touhill: Now, Title Nine was in operation when you were in Student Affairs.
- Julia Muller: Mm-hmm.
- Blanche Touhill: But it was probably just beginning to get built, those women's teams.
- Julia Muller: Yes, yes, and that was one of the issues because I did get pressure from the women to be certain that athletics was relatively equitable. Oh, yeah.
- Blanche Touhill: How did you do that?
- Julia Muller: Talked with Chuck.

- Blanche Touhill: And he was willing to expand the teams?
- Julia Muller: Mm-hmm, as much as possible, yes.
- Blanche Touhill: And my memory was, Judith Whitney or somebody...Berris...was the woman in charge of women's athletics, I think.
- Julia Muller: I'd forgotten that, yeah. But no, he was...I mean, he was a really nice guy so he was certainly amenable to do what was right and fair.
- Blanche Touhill: And you had to turn in the figures every year, how that was growing and developing?
- Julia Muller: Mm-hmm.
- Blanche Touhill: Did you have any salary equity problems?
- Julia Muller: At SIU, I did. There, they printed salaries in the newspaper and here, of course, they don't. There, you could find out and so one time I noticed one of my colleagues was getting paid significantly more than I did and we both reported to the same guy and the other guy would complain about the guy's performance plus I had more education. So the next morning I walked down the hall and I said, "Well, you know, I read this in the newspaper. Just why is there this inequity?" So, had to get a whole lot of documentation or something but I did get a 20% salary increase.
- Blanche Touhill: Yes, wonderful.
- Julia Muller: Yeah, it was sort of when you were hired, if you were single, you didn't need it and if you were married, you didn't need it. You went through that.
- Blanche Touhill: Yes, I did.
- Julia Muller: So they got you and you didn't know.
- Blanche Touhill: Both ways.
- Julia Muller: Yes, and I think there were some issues in the bank too but they were trying to increase that when I left.
- Blanche Touhill: So, what did you do in Student Affairs that was new and exciting?

Julia Muller: Tried to build a team. One thing the Student Affairs division was enlarged. Number two, reported directly to the chancellor which was new, and they had never worked together as a team or shared a lot of information so I really worked hard to get them to consider they were one unit or one group of people and that they needed to share information across the division and that needed to support one another and that was sort of, I guess, a novel idea but I thought it made for a much stronger Student Affairs division and I can remember worked with Student Government at one point and the Student Government people thought I should move over to the Student Center and I said to them, "I think you should think about this because where I am now, I have easy access to the chancellor. I'm in the same building. If I move over there, I'm not going to be able to represent the students as well." That was the end of that discussion.

Blanche Touhill: How did you find the UMSL students, were they older? Younger? More focused? Less focused? I know you're saying they were sort of the same as SIUC but...

Julia Muller: SIU had a lot more graduate students, of course, many, many, many more graduate students and I had graduate interns which I loved having, graduate assistants and graduate interns because that really makes you think about what you're doing and why you're doing it. So I had a number of those. Here I dealt, obviously, with the undergraduates. Probably the ones I dealt with here had more age diversity, I guess. At one point there were problems in the Student Government, racial issues, I think, mostly but I don't know.

Blanche Touhill: You mean among the students running for office and getting money out of the student budget committee or something like that?

Julia Muller: Yeah, mm-hmm. They lived such splintered lives here. I always thought of them, as when I was on the board of the St. Louis Community College, they lived triangular lives. They come here, they go to jobs and they go home. So most of them spent far less time on campus than they do obviously in a residential school and so they don't build some of the friendships that they do when they live in a residence hall. I've always thought that students need to go away to school if at all possible and I realize UMSL provides a huge opportunity for students who can't go away to school. But I've always thought it was sort of like learning to get

themselves up in the morning and learning how to do their own laundry when they go away to school. There were probably more married students...well, I dealt with married student housing including discipline problems with students who thought they could beat up their wives in student housing at SIU which I didn't have that issue here...probably married students. I think a lot of the students here had a much harder time of it than the students at SIU did.

Blanche Touhill: And how many years were you here?

Julia Muller: Five, six maybe.

Blanche Touhill: And you decided...you went to another party or something?

Julia Muller: I went out to dinner. I got an unexpected job offer. I mean, I have, as I say, never turned down a social...and so I thought about it and I had kind of come to the position that I hadn't had the feeling for quite a while, when someone walks in and asks you something or there's a problem, you get this feeling inside, oh, my gosh, I don't know how to do that and then you do it and I realized I hadn't had that experience for a long time. So I thought, well...I had saved enough money so I could support myself if it didn't work out. At that point it was relatively easy to get another job in higher education. And so I thought, well, why not try it?

Blanche Touhill: So what did you do?

Julia Muller: I started out in the holding company...and I wanted to stay here, not go to Kansas City...oh, and I was a fourth generation banker so it wasn't a huge change.

Blanche Touhill: Because your family talked about banking?

Julia Muller: Yeah. My great grandfather was a banker, my grandfather, my father, my uncle, my brother. So it wasn't that huge disconnect. So [inaudible 36:55] started out in the holding company and they sent me around as a training program to different banks and then to Kansas City, the loan department. I spent a month in Kansas City. Then I worked in human resources, started a personal banking program, helped on some money sort of stuff like that and then they thought it would be nice if I got some direct banking experience. So they sent me to the Kirkwood Bank as executive vice president. Well, the president left, like...I mean, déjà vu all over

again...the president left in a couple of months so here I am, so they made me acting president and I think they had no earthly intention of making me president of the bank. I didn't have that much experience. But after a couple of months of being active, I guess they decided the known evil was just as well as the unknown evil. So they promoted me to president. Now, I could have never been president of a small bank but the Kirkwood Bank was large enough that there were experts in all the different fields so it wasn't that much difference than a university job where you have a lot of people reporting to you. You don't run the placement center, you don't run the veterans, you don't run the athletic department. Those people report to you. Well, it's the same way in the bank. The operations are the loan departments or the installment loans are the people downstairs. It was interesting; it was fun.

Blanche Touhill: Were there many women who were presidents of banks?

Julia Muller: No, there were very few, very few. In fact, there was an article I came...someone mentioned it not long ago...there was an article in the newspaper on how few women there were all in banking and it was really interesting because here, my colleagues, the vice chancellor or chancellor, they all had professional...their wives were all professional women. Now, one was more volunteer but they all were professional and so the men at least knew enough to treat you equitably, and I mean, they were really good; they were wonderful. Arnold was great as were the men I worked with. Interestingly, in the bank, only the head guy's wife was a professional. The other wives were not professional women. They hadn't had what you and I might think of as a career. So it was very different.

Blanche Touhill: Well, they might not have gotten their degree. They might have gone to college for a couple of years and then gotten married and had children.

Julia Muller: Probably, yeah.

Blanche Touhill: Followed a traditional path.

Julia Muller: Mm-hmm. So, I mean, it was really different. I mean, they weren't as aware of equity. They weren't as aware of these kinds of things. The other thing, they'd all majored pretty much in accounting and business which, goodness knows, I had, so I started out thinking I didn't know anything. Well, yes, I didn't know the accounting and, yes, I didn't know

the business part of it but I'd had a lot more administrative experience and that's really why the chairman of the company hired me, because banks had not paid traditionally very well so they had lost a whole lot of people on the way up. So he felt strongly that if you could manage, a, or administer, a, you could manage or administer b. So he really hired me because he thought I could manage the place.

Blanche Touhill: How many years did you stay there?

Julia Muller: Five, six probably. I've sort of forgotten. And I decided I really liked academia better.

Blanche Touhill: Oh, you did?

Julia Muller: Yeah, I decided I really wanted to go back to higher education so I decided I'd give myself a sabbatical and then hunt for a job. Well, I never felt guilty so I didn't go back to work.

Blanche Touhill: But you were still in education because you got involved with the community college. Talk about that.

Julia Muller: I'm on the Stevens board now so it's the second board of a higher education institution. I am incredibly impressed with the community college. They do a huge service and I know how wonderful you have been to the community college and built ties between the community colleges and UMSL which has been really great. They have a huge range of services. They have a huge amount of people. They have a similar clientele to the University of Missouri-St. Louis and that a lot of them live triangular lives. It's just very interesting and I've really enjoyed serving on the Stevens board too. It's a small liberal arts college mostly with strong fashion, theater and dance programs and clothing design stuff. So it's sort of interesting, liberal arts with these very strong trade areas. And, of course, the interesting thing of a small private is one or two enrollments make a huge difference where obviously University of Missouri-St. Louis-Carbondale and the community college are really interested in enrollments but one or two do not break the bank.

Blanche Touhill: No, that's right.

Julia Muller: You're not so worried about those kinds of things. But it was really interesting to serve on the board, interesting to get...because I knew very little about community colleges at all.

Blanche Touhill: How did you get interested in that?

Julia Muller: There was a group of women who hunted for good candidates and Marion Carnes, when she was a legislator, had asked if I was interested in the coordinating board. So I had talked to Lois Bliss who's a friend who was on the community college board at that point and they quickly got a lawyer from someplace else here to be on the coordinating board but Lois remembered, looking at my credentials and thinking I'd be a...so this group of women suggested I run...I had no intention of running for office...suggested I run and that I'd be good on the board and fortunately, I didn't have any competition because, as you well know, since Joe was on my committee...

Blanche Touhill: That's true.

Julia Muller: So, it was interesting. It was a really tough time to be on the board of the community college. I think a few friends had said if they'd known how hard it was going to be when I was on the board, they wouldn't have voted for me and I stepped into it with big issues about the administration and these kinds of things. So it was a tough time.

Blanche Touhill: Well, you know, when the administration was having those difficult times, I think the academics continued in the community college, to have standards and I think they were always noted for having standards.

Julia Muller: Yes.

Blanche Touhill: The St. Louis Community College and you have to give them credit for doing that.

Julia Muller: It was certainly not the faculty...wasn't the problem.

Blanche Touhill: No, it wasn't the faculty, no, and it wasn't the students.

Julia Muller: No, not at all and I think some of it was that there was a young man at the Post who'd had a really hard time with the community college in Springfield, Illinois who I think really did not like community colleges so I think made...

Blanche Touhill: Oh, that stirred part of it up.

Julia Muller: Yeah, I think that's where it all came from probably which is too bad because it really set the community college back.

Blanche Touhill: Yes, it did.

Julia Muller: Oh, yeah, because just had had a campaign to increase some of the costs thanks to the Hancock Amendment, you had to have elections, as I joined the board and some of those had passed and they really were going to start fundraising but then it was not a good time to...in some ways the community college has been its own worst enemy.

Blanche Touhill: Yes.

Julia Muller: The education has been wonderful, the faculty, the students have been tremendous but it's been a difficult time.

Blanche Touhill: For the boards.

Julia Muller: Mm-hmm.

Blanche Touhill: For the various boards.

Julia Muller: Mm-hmm.

Blanche Touhill: What did you learn out of that?

Julia Muller: That life goes on.

Blanche Touhill: That life goes on.

Julia Muller: Learned some, I think, good board habits for large organizations. A public board is very different than small, private, self-perpetuating boards. I've been on a library private board. I was on two different business development boards in Kirkwood, on Clayton's economic development, so I've been on them but those public boards are not under anywhere near the scrutiny that the community college board is under or that where the employees fill up the room. You realize, too, they're looking at your every movement. They're trying to figure out who's getting along with whomever else. We met on Thursday, they spent a lot of Friday morning analyzing and re-analyzing, a lot of stuff like that. You know how it goes.

- Blanche Touhill: Yes, I do. That's popped up every once in a while.
- Julia Muller: Mm-hmm. And you have the public commentary; you have the people haranguing you. You just learn how to operate, I guess, somewhat in that milieu or try to get along or learn or whatever.
- Blanche Touhill: What other boards have you served on?
- Julia Muller: YMCA, the executive committee; Salvation Army on the executive committee; Scholarship Foundation, past president; Sue Shearer Institute here; Karan Counseling; St. Joseph Institute for the Deaf; SSM Rehab...
- Blanche Touhill: Over your lifetime, you've probably served on 75 boards, I would say, or 100.
- Julia Muller: Oh, I would think, easily, yeah.
- Blanche Touhill: Which ones did you like the best?
- Julia Muller: It's interesting, I've enjoyed them all because you meet different people that you wouldn't necessarily meet otherwise. You look at different skills people have, like how smart some people are and how analytical they are, particularly some of the men on the YMCA executive committee...how smart they are. You learn about different things otherwise you'd never learn about. Interestingly, you make friends and acquaintances on all the boards. Probably the Scholarship Foundation, probably because of the mission, is the one I've made the most friends from, you know, the friends you go out to lunch with and spend time with, which I think is interesting but that obviously is strongly missioned. Conference on Education was that way too, and again, that was, I think, educational mission so you're interested in that.
- Blanche Touhill: And I know you travel a lot.
- Julia Muller: Anywhere, anytime, anyplace, yes. We finally reached our goal so now we're going back and doing other things again. Oh, yeah. You know, one of the things people first say is, "Where are you going or where have you been?"
- Blanche Touhill: Yes. Well, it is a wonderful thing. We live in a wonderful era and travel is possible.
- Julia Muller: Absolutely.

- Blanche Touhill: And it does give you an entirely different view of the world.
- Julia Muller: I remember Earl, my husband, coming home from work one day and saying, "You know, it does make a difference when you travel" because the people in his office, he said they all think there's only one way to do everything and when you travel, you learn there's many different ways to do a whole lot of things and it gives you a different appreciation too because you're really glad for heat; you're glad when you turn on the faucet at home, you get warm water. You've traveled. There are just things you're really appreciative of that you wouldn't necessarily be, I think.
- Blanche Touhill: I agree with that.
- Julia Muller: Particularly, I think, if you've grown up in a middle class family.
- Blanche Touhill: Yes.
- Julia Muller: Otherwise you might be appreciative.
- Blanche Touhill: Do you want to talk about Earl?
- Julia Muller: Oh, he's wonderful. My husband is just...you know Earl...he's wonderful and, as you know, Joe gave him all kinds of advice when we got married.
- Blanche Touhill: Yes, my husband does that.
- Julia Muller: He is wonderful also.
- Blanche Touhill: He talks about advice to the love or advice for the love or something like that.
- Julia Muller: I'm really appreciative of Earl right now, not that I'm not normally appreciative but I've just had both my left shoulder replaced and now my right shoulder replaced so he's really had to do a lot of stuff to help me out.
- Blanche Touhill: Well, isn't science wonderful?
- Julia Muller: Amazing, just amazing, yeah.
- Blanche Touhill: Are you sorry you didn't go back to academe?

Julia Muller: No, I've really enjoyed...as I said, I never felt guilty about not going and getting another job. I've loved serving on the different boards. I felt like I was being productive or helpful, I guess. One of the questions before we started and I can remember, you think back, and, my gosh, was I young. In my 20's or 30's, early 30's, I didn't want to get to be 45 and feel like I'd wasted my life, that you want to do something.

Blanche Touhill: And you don't have that feeling?

Julia Muller: I don't think so. I'm not sure I've made a huge amount of difference or anything but I don't think I've been necessarily unproductive.

Blanche Touhill: Well, let me change the subject for just a minute: Is there some award or awards that you've gotten in your life that you'd like to talk about?

Julia Muller: You know, you said you were going to ask me that question and, I mean, I've got a state award, national awards, local awards, one from Stevens and not particularly. I don't even have them listed on my selected resume and I think it's because I know...Arnold and I were talking about something once and I said, "Oh, I think I tend to be more forward-looking" so those tend to be more because of what's happened in the past and the sort of idea is great, I appreciate it, that's so nice of you, but I'm looking more towards the future. Does that make sense at all, Blanche?

Blanche Touhill: Yes, it does. It's amazing to me how many people answer this question in such different ways.

Julia Muller: I would think that would be.

Blanche Touhill: If you had been born 50 years earlier, what would your life be like?

Julia Muller: Who knows? Now, my grandmother taught school; a great grandmother taught school. My grandmother didn't think I should teach. She thought it was too hard, although it was fine with her I did it but I think it would have been very different. If you just think about the conveniences you have in your household now, you think how much time they must have spent to do things. I'm really fortunate, my great grandfather kept diaries from '76 until he died in 1902 and it's just fascinating to read what life was like then. Now, his wife died...my great grandmother died when the children were six, four and two and so, just to run a household and to

take care of the children, he was lucky he had nieces who came to help but to do the laundry, all these kinds of things. You get a new definition of spring cleaning because you had to take the furnaces...the stoves in and out of the house. You had to polish them up. You had to polish the mica. It would be a really different world. Now, you say, if I'd been born 50 years earlier, in the '30s, interestingly enough, there were more women scientists and more women hired in a lot of fields than there were at a later time. After World War II, they sent all the women home to wear aprons and put candles on the dining room table for the evening meal. So the '30s women had more opportunity. I would think you'd be far more house-bound. You wouldn't have as much ease of travel or much ease of getting around. It would just be different.

Blanche Touhill: Do you think you would have taught school?

Julia Muller: Probably. Who knows? You know, at my age, the only three things women did, like you: teach; nurse or secretary. I had no interest in nursing or being a secretary. I liked my teachers. I liked going to school. So that was a reasonable...

Blanche Touhill: So it was a natural.

Julia Muller: Yeah.

Blanche Touhill: But you like management too.

Julia Muller: Oh, yeah.

Blanche Touhill: Or administration.

Julia Muller: Yes, in fact, when I first thought I'd do a Ph.D., I thought I might get it in counseling because my Master's is in counseling. I switched over degree to counseling but then after I started doing administration, I realized I'd far rather get an administrative...

Blanche Touhill: And you could make more of a contribution too because it's too a broader number of people...

Julia Muller: It's hard to tell.

Blanche Touhill: ...than the one or two, as you've handled people individually.

- Julia Muller: Yeah, I never thought about that. It's hard to weigh helping one person a whole lot as opposed to many but I think it's more challenging... Well, challenging in a different way, to balance everything. I used to think sometimes that you needed a bird brain to be an administrator because you never knew what was coming in your door next or what problem would arise. You'd sort of hop around.
- Blanche Touhill: Yes.
- Julia Muller: Which made it interesting.
- Blanche Touhill: Yes, it did.
- Julia Muller: A lot more fun, mm-hmm.
- Blanche Touhill: Of the boards you've served on, which ones did you really feel you contributed more than the others?
- Julia Muller: Because they were going through a really...I don't know if I'd want to say this where anybody's going to look at it or not...the board needed to be more professionalized.
- Blanche Touhill: And you were able to do that?
- Julia Muller: Mm-hmm, and again, build a team or professionalize the board. They needed a whole lot things... more kind of systems in place. They didn't have a lot of things that they should have, like a conflict of interest, a whistle blower, all those things that you need to have.
- Blanche Touhill: Yes.
- Julia Muller: The executive director was getting towards retirement, so there were just a lot of things...in fact, they were going through accreditation. In fact, they kept me way a year past my due date because they thought I could help with some of those things. So that one probably made...and that's one of the most recent ones where I can think about. You'd like to think you did something, sort of housekeeping. You always hope you've left something better than the way it was when you got there. You don't know that you have but you hope you have.
- Blanche Touhill: Was your mother proud of you?

- Julia Muller: Oh, I think so, yeah. I remember, my brother did well and I remember her saying that someone said, "Well, what do your children do?" and she told him and he said, "Well, you have two over achievers."
- Blanche Touhill: Oh, that was nice, and that's what you were.
- Julia Muller: Well...
- Blanche Touhill: Yeah.
- Julia Muller: Yeah, I think she was proud of us, sure.
- Blanche Touhill: Did you find the women's movement interesting?
- Julia Muller: Oh, sure. It still is interesting. It's really interesting, now you look at it and so many women don't think it's needed. I was on the state-wide...well, you and I both were...
- Blanche Touhill: Yes, the ACE Group.
- Julia Muller: Right, you and I were both on that and we did one of the early conferences together. It's interesting how some women don't think it was needed and then they don't get the job they thought they were deserved or the one they had been doing and all of a sudden they may think it's more needed than it was and you look at some of the young women and think, whether they think it's needed at all or how much was going to go on or whatever. It's interesting.
- Blanche Touhill: Emily Taylor was a great leader in higher education, making education more equitable. Did you know Emily?
- Julia Muller: Yeah. She was at KU the same time I was?
- Blanche Touhill: Yes.
- Julia Muller: But I was there for a relatively short period of time so I think I knew Donna more than I knew Emily although certainly...Donna Shovely... although I certainly met both of them and knew them both and went to the thing in Washington and stuff.
- Blanche Touhill: Well, actually, the women I knew active in this Midwestern group of women, higher education administrator, came out of Kansas or had some connection with Kansas. Kayla Strew, wasn't Kayla around?

Julia Muller: Yes, I'd forgotten that.

Blanche Touhill: And Janet Sanders, who was here, had some connection with Kansas and I think it really goes back to Emily Taylor.

Julia Muller: She did a huge amount.

Blanche Touhill: She did. She started the Office of Women for the American Council on Education, the National [inaudible 57:34] and she told me once, she did that because she was the dean of women and then when Affirmative Action came in, they had one dean of students. They had previously had a dean of men and a dean of women and so when they amalgamated the post, she didn't get the job so she went to D.C....

Julia Muller: Not a surprise.

Blanche Touhill: Yeah, she went to D.C. and then headed that Office of Women. Well, is there anything you'd like to say in closing?

Julia Muller: It's been fun. I always enjoy talking to you, Blanche.

Blanche Touhill: Good.

Julia Muller: It's an interesting project. Are you going to put information all together from it?

Blanche Touhill: Yes, I'm going to try.

Julia Muller: Write a book or... do research?

Blanche Touhill: ...something, we'll do something.

Julia Muller: That will be fun. It will be interesting to see.

Blanche Touhill: Well, thank you very much.

Julia Muller: Thank you.