

INTERVIEW WITH CLAYTON YEUTTER  
BY JIM BARR and DAYLE WILLIAMSON

January 27, 2014

1           MR. WILLIAMSON: -- Clayton, and, gosh, we've got  
2 two young people in here that set us up. It's really  
3 something for two old Nebraska farm boys to be in a place  
4 like this, I tell you.

5           MR. YEUTTER: It's really great. I can barely  
6 hear you, Dayle, so I hope they can adjust things so --

7           MR. WILLIAMSON: Oh, you can't? Okay, they'll  
8 turn it up a little bit, okay. Hearing any better?

9           MR. YEUTTER: Still about the same.

10          MR. WILLIAMSON: I'll try again. Jim's going to  
11 do most of the interview, but I was going to start out here  
12 with a few things.

13          MR. YEUTTER: Sure.

14          MR. WILLIAMSON: And, gosh, thanks so much for  
15 taking the time to do this. This is wonderful. Now, I got  
16 cut off.

17                 Can you hear me?

18          MR. YEUTTER: I can hear you fine.

19          MR. WILLIAMSON: Okay. Jim's been leading this  
20 effort and several of us that were around at the time of the  
21 NRDs, but we always start off, and would you give some of  
22 your early history, where you came from in Nebraska and  
23 your work at college, and then I'm sure you were in the  
24 Ag/Ec Department at the time you enthused us about the NRDs,  
25 so I'll ask you about that. It wasn't about the NRDs, but

1       about multiple government organizations. So, kind of give  
2       us your background, would you please?

3               MR. YEUTTER: Sure. I was born and raised on a  
4       farm in west central Nebraska six miles north of Eustis, 12  
5       miles south of Cozad, in Dawson County, Nebraska. It was a  
6       pretty typical Nebraska farming operation with corn, wheat,  
7       and beef cattle, basically. I grew up there and did my  
8       undergraduate work at Nebraska, majoring in animal science  
9       with a minor in agronomy. And then, since the Korean War  
10      was on, I joined the Air Force and spent about five years on  
11      active duty, followed later by another 20 years or so in the  
12      Air Force Reserve.

13             After finishing my active duty tour in the Air Force,  
14      I came back to the farm, took over total management  
15      responsibilities from my father at that time, increased it  
16      in size, and developed it quite a bit over the ensuing  
17      three-year (1957-1960) period. Then Jeanne, my wife,  
18      persuaded me that if I were ever going to obtain additional  
19      education, I'd better get at it. So, after visiting  
20      potential major professors in colleges of agriculture  
21      throughout the Midwest, I finally decided to combine a Ph.D.  
22      in agricultural economics with a law degree. At that time  
23      there were only two of us in the United States who had ever  
24      even attempted the PhD/J.D. combination. One was Neil Harl,  
25      who was then doing the PhD at Iowa State and the J.D. at

1 University of Iowa, and I was doing it at Nebraska.

2 Since that was a legal/economic academic program,  
3 I began to get involved in water issues. That, of course,  
4 leads us to today's interview.

5 I'll mention some names now that you all will remember  
6 from way back then. My major professor was Dr. Loyd Fischer  
7 at the UNL Department of Ag Economics, whose area of  
8 interest was resource economics. Loyd, who was an  
9 undergraduate at about the same time I was some years  
10 earlier, persuaded me that I should do my Ph.D. in the  
11 resource economics area with a focus on water issues. We  
12 ultimately decided I would do my Ph.D. dissertation on water  
13 law and water administration in the central United States  
14 with Nebraska being one of the states in that study. I  
15 eventually published a 500-page Ph.D. dissertation covering  
16 many of the issues that are still important today. Some of  
17 the conclusions reached in those years have since then  
18 proven relevant in "the real world" and some of the follow-  
19 up recommendations have proven to be prescient.

20 While I was working on these degrees, I also began to  
21 do some extension programs at the University of Nebraska,  
22 with one of my colleagues at that time being Deon Axthelm  
23 who was a true expert in Nebraska water issues and a  
24 wonderful colleague. Deon and I began to work together on  
25 extension programs in the water area, and that brought us

1       into contact with Dayle Williamson and Warren Fairchild, who  
2       was then Dayle's boss at the Nebraska Soil and Water  
3       Conservation Commission. That effort also brought us in  
4       contact with people like Senator Maurice Kremer in the  
5       Nebraska Legislature and Ralph Raikes, a prominent farmer  
6       who was very interested in all this, and, of course, Dr.  
7       Fischer as well. So we had a talented, committed crew of  
8       people who began to confront some of Nebraska's water  
9       problems, way back in the '60s.

10               MR. WILLIAMSON: That's a great background and as  
11       I recall, you were giving a seminar out at Ag Economic  
12       Department, and Warren Fairchild said, "Dayle, we've got to  
13       go out and hear Clayton, because he's talking about" -- I  
14       think you were focusing quite a little on all the multiple  
15       districts in California, how they're overlapping, but maybe  
16       it wasn't California, but we decided, boy, that's really  
17       happening in the state of Nebraska also, because we had  
18       conservancy districts overlapping soil and water districts  
19       and drainage districts that weren't active, and so on. So,  
20       can you say -- I'm sure that was part of your studies at  
21       that time.

22               MR. YEUTTER: It was, as a matter of fact, because  
23       my doctoral dissertation focused on Nebraska, Kansas, Iowa,  
24       and Colorado. And every one of those states had this  
25       problem of duplicative, overlapping regulatory entities (not

1 just in water , but in a whole host of areas). It was  
2 getting worse by the day, so the Midwest and Western states  
3 all needed to confront this issue. Some did so; some did  
4 very little. And nobody did it with the imagination and the  
5 vision that Nebraska demonstrated before we were through.

6 MR. WILLIAMSON: Well, that's great. I think I'll  
7 turn it over to Jim now. He's going to talk about your next  
8 move as you worked in the Governor's Office and some of the  
9 things that happened there and the great support we received  
10 from your boss, Norbert Tiemann, and yourself.

11 MR. BARR: Well, I might start even earlier than  
12 that. I think, as I recall, I came back from the Air Force  
13 about the time they had repealed the state property tax, and  
14 then maybe there was a petition drive and all of that, and  
15 as I recall, you were kind of leading an education effort  
16 there.

17 MR. YEUTTER: Yes, I was in the middle of that tax  
18 battle which as, you know, was a huge fight within the state  
19 of Nebraska. It primarily pitted our upper income citizens  
20 against the farm population, which had long felt that it was  
21 bearing an inordinate share of the state's tax burden. The  
22 Nebraska Farm Bureau and other agricultural organizations  
23 all wanted reform of our tax system and they asked me to  
24 draft LB797 which would have been one of the first broad-  
25 based income tax regimes in the U. S.

1           As you may recall, we (the Farm Bureau and a host of  
2 other agricultural organizations and I) lobbied LB797  
3 through the Nebraska Legislature, securing its passage by a  
4 one-vote margin.

5           That, of course, set off the upper income folks who  
6 commenced a referendum signature drive to have LB797 put to  
7 a vote. That precipitated a counter drive by the Farm  
8 Bureau, via an initiative petition, to bring all state  
9 property taxes to a vote. Both passed in the next election!

10          That meant that in the Tiemann administration we were  
11 suddenly faced with the prospect of having no tax revenue  
12 coming to the state except for sin taxes, and they weren't  
13 going to last very long. We received a lot of national  
14 publicity at that time (some humorous, some not so humorous)  
15 for being the only state in the nation without a tax system!  
16 And, of course, that necessitated a special session of the  
17 Legislature to deal with the issue. By then some of us had  
18 put together a combination sales/income tax proposal, which  
19 by a substantial margin passed and which has in my view  
20 served Nebraska well in the succeeding half century.

21           MR. BARR: Yes, and as I recall, you were kind of  
22 deeply involved in the public education program during  
23 that -- prior to the election, as I recall, is that --

24           MR. YEUTTER: Yes, because by that time I had  
25 finished my doctoral dissertation. This was in 1965, and I

1 immediately joined the University of Nebraska faculty, (the  
2 agricultural economics faculty) in a combination  
3 teaching/research/extension position. Much of my extension  
4 activity at that point was on taxes, as a result of the  
5 major controversy we just discussed. But I also continued  
6 to work on water issues, and I carried that interest into  
7 the Tiemann administration when I became the Governor's  
8 Chief of Staff (in January 1967). Nobby Tiemann, having an  
9 agricultural background, and I were totally on the same  
10 wavelength on all of these issues. As you may remember, he  
11 had been an assistant county agent years before in Dawson  
12 County, my home area. So I first got to know him during my  
13 4-H days.

14 MR. WILLIAMSON: Yeah, he worked for Harold  
15 Stevens, and you were one of his -- probably a good 4-H  
16 student.

17 MR. YEUTTER: Yes. This is self-serving, but I  
18 suppose I was Harold Stevens' first 4-H star, if you will.

19 MR. WILLIAMSON: All right, well --

20 MR. YEUTTER: I was the first Dawson County 4-H'er  
21 to have won a lot of awards at the State Fair and Aksarben  
22 in showing beef cattle, in beef showmanship, livestock  
23 judging and several other 4-H programs.

24 MR. WILLIAMSON: You set the standards high in  
25 Dawson County. That was always great.

1 I was a county agent way back then, too.

2 MR. YEUTTER: Where were you then?

3 MR. WILLIAMSON: I was in Jefferson County. I was  
4 the county agent down in Jefferson County, so I knew Harold  
5 really well. He always spoke up well in all of our  
6 meetings.

7 MR. YEUTTER: He was a dynamo. If there were a  
8 better overall county agent in the United States, I'm not  
9 sure who it would be. He just did a phenomenal job in  
10 Dawson County.

11 MR. WILLIAMSON: That's for sure.

12 MR. BARR: What were some of the other water  
13 issues you worked on while you were up at the University?

14 MR. YEUTTER: Well, most of it was resource  
15 organization, if you will, because that fit within my  
16 doctoral dissertation. Issues such as how do we handle  
17 water law and water administration more efficiently and  
18 effectively than we have been? There was then so much  
19 controversy, and so much ambiguity in water law, so much  
20 regulatory overlap, so much inept administration. The list  
21 of shortcomings just went on and on, not just in Nebraska,  
22 but everywhere. So this was an opportunity to say: "There  
23 has to be a better way to do this. Let's figure it out."  
24 What I used to say in meetings around the state, (Deon  
25 Axthelm did so as well as did Dayle and Warren), is that

1 water does not flow down county lines!

2 The problem was that we, and many other states, were  
3 making regulatory resource decisions (even water  
4 allocations) on a county-by-county basis or state-by-state  
5 basis, Water doesn't flow down state lines any more than it  
6 flows down county lines.

7 That led, of course, to the ultimate conclusion that  
8 within the U.S. we ought to be regulating water on a  
9 watershed basis. That's the way water flows! And we  
10 finally got there. That really became the foundation of the  
11 Nebraska regulatory structure, the most innovative, and most  
12 sensible, of any in the U.S..

13 MR. BARR: What were some of the issues in the  
14 gubernatorial -- '66, I guess it was, gubernatorial race,  
15 and did any of them touch into agriculture and water and  
16 that sort of thing?

17 MR. YEUTTER: I don't recall that water became an  
18 issue in that election at all. There was much more  
19 attention on taxes and other controversial issues like state  
20 aid to education. We also faced major organizational issues  
21 within state government. After the 1966 election, Governor  
22 Tiemann asked me to work on reforming the Department of  
23 Institutions in Nebraska. And, as you may recall, we also  
24 created a Telecommunications Commission at that time, as  
25 well as a Department of Economic Development. There were

1 other actions as well (all taken in collaboration with the  
2 State Legislature) to modernize the entire structure of  
3 state government. And we worked awfully hard at that. I  
4 remained on the Governor's staff as his Chief of Staff for  
5 only two years, and in those two years we passed a whole lot  
6 of legislation that has been in the forefront of governance  
7 in Nebraska ever since. Fortunately, all that  
8 Executive/Legislative activity seemingly has met the test of  
9 time in Nebraska. I don't believe there is a single law  
10 passed during the Tiemann administration that has since been  
11 repealed. Very few have been amended significantly.

12 MR. BARR: The only thing I remember offhand is  
13 the State Office Planning and Programming.

14 MR. YEUTTER: Is that right?

15 MR. BARR: Yeah, they kind of switched it around a  
16 little bit, but --

17 MR. WILLIAMSON: That was because of the guys in  
18 it.

19 (Laughter.)

20 MR. YEUTTER: Yeah, no doubt.

21 MR. WILLIAMSON: No, I'm just kidding, Jim Barr,  
22 and W. Don Nelson, and Doug Bereuter.

23 MR. YEUTTER: Warren Fairchild and Dayle  
24 Williamson did wonderful jobs in the Department of Water  
25 Resources, and they were great allies in all of our

1 institutional reform efforts. In retrospect I'm not sure  
2 whether they were Axthelm/Yeutter allies, or we were  
3 Fairchild/Williamson allies. Either way, the four of us  
4 worked mighty hard on all these water issues, with a lot of  
5 help, incidentally, (as Dayle would also suggest), from  
6 Senator Kremer. We could never have done all this without  
7 exceptional Legislative leadership on the part of Maurice  
8 Kremer.

9 MR. WILLIAMSON: That's for sure. He was our  
10 hero on the legislative side.

11 MR. BARR: Do you have any other recollections  
12 about the legislative activity and water during those years?

13 MR. YEUTTER: Not particularly. In general, all  
14 of us had done a good job of laying the groundwork for  
15 change by the time Senator Kremer was ready to move things  
16 along legislatively. The senator was a circumspect,  
17 cautious, conservative individual who simply did not move a  
18 legislative proposal forward unless he was comfortable that  
19 he had a first rate work product to sell to his fellow  
20 legislators. That meant the public groundwork had to have  
21 been laid for that bill to become law. Hence, on water,  
22 great credit goes to everybody who worked so hard in  
23 seminars and symposia around the state, in writing papers  
24 and op-eds, and just doing whatever was necessary in laying  
25 the groundwork for a legislative package on water law and is

1 regulatory administration.

2 Finally, the public support was there. I don't recall  
3 what the votes were on Senator Kremer's reform bills, but  
4 you could easily find that in the record. My recollection  
5 is that they passed by substantial margins.

6 By the way, we sensed then that groundwater was going  
7 to be a major issue in the future. I emphasized this in my  
8 doctoral dissertation as well. Certainly surface water  
9 administration needed to be improved; people can readily see  
10 that surface water does not flow down county lines. But  
11 people cannot see where groundwater is flowing, or where it  
12 is stored. Dayle and Warren Fairchild had far more  
13 expertise in that area than did I. They knew that even  
14 though Nebraska was sitting on the finest groundwater  
15 aquifer in the country (and maybe the world), it might not  
16 last forever. In time, as deep well irrigation expanded in  
17 Nebraska, there might well be a need for groundwater  
18 regulation, in addition to surface water regulation. If and  
19 when that time came, it would be advantageous to have an  
20 institutional structure that would make reasonable and  
21 rational regulation feasible. I believe Nebraska's  
22 foresight on groundwater regulation was, and is, essentially  
23 comparable to what was achieved with surface water.

24 MR. BARR: One of our supporters has been the  
25 University of Nebraska Water for Food Institute and one of

1 the questions that they are concerned about is, is there a  
2 way -- well, one is that natural resources districts were  
3 established in Nebraska. There's been interest in other  
4 states, but it's never materialized in other states.  
5 That's -- and I was going to get any kind of thoughts you  
6 might have on why it might have succeeded in Nebraska and  
7 not in other attempts.

8 MR. YEUTTER: In these situations, it's always a  
9 question of leadership. Fortunately, we had a lot of very  
10 effective leadership at a crucial point in time, and that is  
11 what made this legislation possible. The legislation itself  
12 and its administrative structure have worked well, perhaps  
13 better than what is now in effect in other states in the U.  
14 S. Personal leadership was at the heart of Nebraska's  
15 effort. That included leadership from the University,  
16 (especially from Deon Axthelm and Dr. Loyd Fischer), the  
17 Nebraska Soil and Water Conservation Commission (meaning  
18 Warren and Dayle), from the Governor, from key legislators  
19 like Maurice Kremer, and from key farm organization leaders  
20 like Ralph Raikes. On policy issues like this timing is  
21 everything, and it all came together in the 1960s. That  
22 proved to be the right time to move ambitious, aggressive  
23 water legislation through the Nebraska Legislature.

24 One reason for that is that not much had happened in  
25 any of these areas in the preceding decade, in the '50s.

1 That was a very quiet time, with very little in the way of  
2 passage of controversial legislation, or even  
3 uncontroversial legislation. It was a dead period, not only  
4 in water, but in a lot of other areas. That began to change  
5 in the '60s. Nobby Tiemann recognized the need for  
6 ambitious change and he led that charge in his campaign for  
7 governor and then in his governorship. The state was ready  
8 for change. As you know, Nebraska traditionally is a very  
9 conservative state, so passing controversial legislation is  
10 never easy. But in 1967 the time was ripe for a hard-  
11 charging, young, aggressive governor to select a number of  
12 these issues and do something about them. Water was ripe  
13 for reform and water made the Governor's priority list. And  
14 that's what really brought it about. We had a lot of good  
15 people working on water and other key issues, and a lot of  
16 leadership in the state, a lot of folks very committed to  
17 reforms in this and other areas. That coalesced in several  
18 major legislative achievements in the Tiemann  
19 administration, something that just hasn't happened in many  
20 other states. In my view, the chief explanation is lack of  
21 leadership either in the legislature, the governor's office,  
22 or both, in many states.

23 Having a unicameral legislature helped in that regard.  
24 As you know, nobody else has a unicameral. Many state  
25 legislatures are just much, much larger than Nebraska's,

1 and it's hard for water to climb to the top of the priority  
2 scale in that situation. Many legislatures are also urban-  
3 dominated, with minimal interest in rural issues. In  
4 addition, until the last 20 years or so, we haven't seen  
5 many aggressive governors emerge throughout the nation in  
6 either political party. Fortunately, that's begun to  
7 change. We're seeing some first rate governors emerge and  
8 have over the last 20 years or so, maybe even 30 years. But  
9 nothing happens on water law reform unless there's a crisis  
10 (such as drought in the Far West) or personal leadership by  
11 either the legislature or the governor of a particular  
12 state. Until recently, we just haven't seen much of that.

13 MR. WILLIAMSON: I was going to say, Clayton, it's  
14 just -- it's really something to think back at the Tiemann  
15 administration and how strong the Governor supported this  
16 with all of the other things that were on the table to get  
17 done at that time, so it's, you know, it probably would  
18 have been really easy to let the water issue drop by and do  
19 some of these other things, but it's really great that this  
20 happened as we look back.

21 MR. YEUTTER: It is. Nobby was willing to tackle  
22 tough issues (sometimes the tougher the better). We didn't  
23 drop anything from his legislative agenda. As you remember,  
24 I was one of what was then called the Tiemann Whiz Kids,  
25 and we thought through our legislative priorities even

1 during the campaign, so we had a strong idea of what we  
2 wanted to accomplish. But the Governor himself had to  
3 decide whether to take them all on. And he chose to do so.  
4 He did it willingly and actively, with a lot of personal  
5 participation and personal arm-twisting on many of the  
6 proposals. Few governors have agricultural backgrounds, so  
7 it's hard to get them interested in a subject like water.  
8 But it wasn't hard to get Governor Tiemann interested. He  
9 came from the northeastern part of the state which gets more  
10 rain than we get in Dawson County, so he didn't have as  
11 great an interest in irrigated agriculture as some of the  
12 rest of us did. But a lot of people in Nebraska agriculture  
13 recognized then that there'd be a heck of a lot more  
14 irrigation wells dug in the state in the next half century  
15 than had been dug in the previous half century and from a  
16 regulatory standpoint that people would have to pay some  
17 attention to that development. And, of course, that's  
18 precisely what has happened with the immense development of  
19 center pivot irrigation throughout the state over the past  
20 half century.

21 MR. WILLIAMSON: To add a little levity here,  
22 Clayton, you know, Governor Tiemann had a lot of us agency  
23 heads travel around with him and late-night meetings. And  
24 one night we stopped to have coffee and probably a piece of  
25 pie in Grand Island on our way back to Lincoln, and so I

1 was paying my bill and the lady at the checkout counter  
2 said, "Okay, now I've got to add the Tiemann tax." And I  
3 said, "Oh, okay." And Nobby Tiemann was right near, and I  
4 said, "Well, now I'd like to have you meet the Governor."  
5 And man, I tell you, she just darn near -- I don't know what  
6 to say, but it was unreal.

7 (Laughter.)

8 MR. YEUTTER: That's funny. I have a hunch that  
9 happened to Nobby more than once.

10 MR. BARR: I'm sure it did.

11 MR. WILLIAMSON: Oh, I'm sure, you know. And I  
12 know he had a good comeback for her. He made her feel very  
13 comfortable about it. He was such a good guy. But  
14 he -- yeah. So, I'm sure she was a little careful after  
15 that.

16 MR. YEUTTER: I bet she was, because I heard that  
17 quite often too. As his Chief of Staff, I often got the  
18 first onslaught of complaints about controversial actions by  
19 the Governor.

20 MR. WILLIAMSON: Well, Jim, do you have anything  
21 else? We don't want to take too much of your time.

22 MR. BARR: Well, I was just going to -- one thing.  
23 Or a couple things, one is just, any other thoughts you  
24 might have had about being Chief of Staff in the  
25 administration, and then just any overall reflections on

1       that period of time.

2               MR. YEUTTER: Well, sure. It was a great time in  
3 the history of Nebraska. Governor Tiemann was terrific and  
4 his personal leadership was just off the charts. (He had  
5 the best memory for names of anyone I have ever known.) He  
6 was clearly one of the most active, vigorous governors in  
7 the U.S. at that time, and certainly was one of the most  
8 outstanding governors that the State of Nebraska has ever  
9 had. I doubt that the four-year time frame of any Nebraska  
10 governor has ever produced achievements that would match  
11 those of Governor Tiemann in the four-year period in which  
12 he served. It was just an incredibly productive time. The  
13 proof of the pudding is in the eating. We've had a half  
14 century since then, and it's been a most rewarding half  
15 century in economic development for the state of Nebraska.  
16 A lot of that groundwork was laid during the Tiemann years,  
17 so it was a real thrill for me to be his young Chief of  
18 Staff at that time.

19               After I spent two years in that post Cliff Hardin,  
20 then Chancellor at UN-L, took a great chance on me as a  
21 young former faculty member who really hadn't run any major  
22 entities of any kind, and made me Director of the University  
23 of Nebraska Mission in Colombia, South America. That  
24 challenge, which had such a good outcome, laid the  
25 groundwork for everything I've done since. So I owe an

1 enormous debt to Dr. Hardin, because he picked me out as a  
2 youngster who had only been on the Nebraska staff for a very  
3 short time (before joining the Governor's staff), brought me  
4 back to academia and took me to Colombia, South America.  
5 That assignment was a great learning experience for me,  
6 managerially and in adapting to work in a foreign setting.

7 Dr. Hardin then brought me to Washington, D.C. to fill  
8 a regulatory post in the Department of Agriculture.  
9 Subsequently, I've been in and around Washington for more  
10 than 40 years, the exception being the seven years I spent  
11 as CEO of the Chicago Mercantile Exchange.

12 But I will never forget those years in Nebraska.  
13 I was there just two years on the Tiemann staff. I was not  
14 there for the final two years of his administration, because  
15 that's when Secretary Hardin stole me back from Governor  
16 Tiemann and sent me on to Bogota, Colombia.

17 If we have a minute, Dayle was adding some humor  
18 based on the Tiemann tax, so I'll add another anecdote that  
19 you might enjoy.

20 You may remember Nebraska had to put in place Daylight  
21 Saving Time or lose its highway funds from the federal  
22 government. So, we reluctantly added Daylight Saving Time  
23 to the Tiemann legislative agenda. That didn't excite me at  
24 all for I thought we had much better issues on which to  
25 work. I didn't really care whether we did or didn't have

1 Daylight Saving Time. But, I lobbied it through the  
2 legislature, though not by a huge margin. Lots of other  
3 Nebraskans weren't much enthused about Daylight Savings Time  
4 either.

5 On the very next day after we passed the legislation,  
6 my phone rang at 4:00 in the morning. The man on the other  
7 end of the line said, "I just want you to know that if I  
8 have to get up an hour earlier this morning to go to work,  
9 you're going to have to get up a few hours earlier, too.  
10 Good-bye."

11 (Laughter.)

12 MR. WILLIAMSON: Oh, my gosh. And I suppose you  
13 had a few poultry producers calling you and say, "Hey, the  
14 chickens don't know when to lay their eggs."

15 MR. YEUTTER: I got so many phone calls over  
16 Daylight Saving Time I got tired of answering them. I can  
17 remember -- another one that I can remember is somebody  
18 called and said, "This is un-Christian. Don't you folks  
19 realize that God made the sun to shine above us at 12:00  
20 noon Central Standard Time?"

21 (Laughter.)

22 MR. WILLIAMSON: Oh, boy, that is something.  
23 Well, Clayton, no interview would be complete without really  
24 commending you for getting -- kind of pushing us and looking  
25 at the idea of combining some districts. I can remember

1 your lecture so well that day, and it's funny, that's a long  
2 time ago, but I just -- I really commend you for doing all  
3 that work and getting us thinking about that.

4 MR. YEUTTER: Thanks, Dayle. It sure turned out  
5 well, I'll tell you that. A lot of the credit for that goes  
6 to you.

7 MR. WILLIAMSON: Well, no. I had to implement  
8 them after Warren moved to Washington. So, that was my job.  
9 All of you other guys, you were the persons that really had  
10 the idea. I just work here.

11 MR. YEUTTER: You work well.

12 Jim, is that what you need?

13 MR. BARR: That does it, and I really thank you  
14 for doing this and really appreciate it. And thank you  
15 again, very much.

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