

with a copy to me. I said, "Patrick, why did you write this thing? It will serve absolutely no purpose." He said, "Oh, yes, it will. It'll irritate him, and that's what I'm after." Of course, it irritated him, but then he, in turn, would call me up and say, "Well you tell that son of a bitch to quit writing these letters." I'd go up and tell Patrick, "Now you've done it again, and in the process you get me in the soup when you do it."

Blum: Amid of all these problems, you did the Snite Museum of Art.

Richardson: In the meantime, I was also teaching. I decided we really needed faculty. We were growing. All of a sudden we began to grow. I don't think because of me. It was just the times. Times were getting better, and the architectural kids were beginning to come in. The school had had around 275 or 250 students, and we were up to 350. I obviously had to do something about faculty. We were overstretched. No question about it. I never worried about faculty being overworked, but in fairness to the students, they were paying a hell of a tuition here, and they deserved more than just having an upperclassman tell them what to do. I needed to bolster my staff, and I asked for it. Joe Hogan just said, "There are no openings and that's all there is to it." As a consequence, I decided—I even taught that first summer—I could teach and I loved to teach. I could supplement and do the things. I was chairman, and I not only taught the professional practice class, but I took over the freshman class figuring that the freshmen need the most experienced of all. I usually shared that with another teacher, but I loved that. It was really fun. Finally I took over a design studio. That was difficult for the students and me, too, because, in fairness, I really didn't have the time to give them. So, I did it on a personal interview basis. They would come to the office, and I would give them their crits there. I think they liked me a lot, and I was fine. But I also served on all of the committees, plus making the dean's meetings and all the rest of it—the budgets and annual reports. I had an open-door policy, so the students and faculty could come in and see me any time. My successor, Bob Amico, had an absolutely closed-door policy. That changed completely. In any case, I enjoyed the work except for my difficulties with the dean. It wasn't as bad as SOM by any means. I was happy, but I said, "Well, why not?"