

TRANSCRIPT—THOMAS CARR

Interviewee: THOMAS CARR

Interviewer: KATHERINE PLAYER

Interview Date: March 26, 2013

Location: Capers Hall, The Citadel, Charleston SC

Length: 36 minutes

KATHERINE PLAYER: I'd like you to go ahead and introduce yourself and tell the people that are watching a little bit about yourself.

THOMAS CARR: Ok. My name is Tom Carr. I am a 1950 graduate of The Citadel. I live in the Charleston area, Sullivan's Island. When I graduated from The Citadel in 1950, within a week or two I was on call to go to combat in Korea.

KP: Alright, perfect. So, I'm going to go ahead and ask you a little bit about your childhood. What made you want to go into—Did you want to go into the armed forces before you came to The Citadel?

TC: No. Except that my father, who was a Navy Captain, and my brother, who was an Air Force machine gunner/radio operator, had served in the Armed Forces. My father was a graduate of the U.S. Coast Guard Academy and went into the regular Navy. So I think it was a secret idea of his that I should attend—go to The Citadel and into the Armed Forces. It was not my desire to go to The Citadel. (Both laugh.)

KP: Right, I can understand that. Do you want to tell us a little bit about your Citadel experience, and I guess once the war started happening, did you expect to join right after you graduated, or was that a little bit of a surprise?

TC: I went to The Citadel because I was unable to get into very many other places. I was a disciplinary problem. Evidence of that was that during my years at The Citadel: There was a limitation on the number of demerits you could have of 200. If you got 200, you couldn't graduate. That rule still may remain here.

KP: Right.

TC: I graduated with 196.

KP: (Laughs.) So you were right on the cusp.

TC: Right on the edge. So, part of my reason for wanting to come here was to escape other alternatives that might have been worse. But I did well in the military while I was here. I didn't do so well in academics—I probably had a gentlemen's C average in all the other subjects, but I did constantly well in the military, and I was in fact a distinguished military graduate. That was the furthest thing from my dreams when I arrived here. But when I left—which was an interesting thing—I had three job offers.

KP: Wow.

TC: That's probably not true today—of kids today. And I went to interviews in places like North Carolina and Ohio and was offered actually two other jobs. The third job offer was from the US Army and that, sort of, was an easy job offer. Just, you're in our hands. We'll take care of you. You'll never have to worry about housing or food for the rest of your life. We'll take care of you. So I took that option.

KP: Yeah, definitely I can understand why. At that point had you met your wife?

TC: I had met my wife. I had met my wife the very first day I arrived in Charleston in 1946. It's a strange story. A friend of ours, a new friend of ours, lived on the battery and offered the chance for me to stay there overnight while I was getting ready to come to The Citadel. Early the next morning when I awoke I looked out, and I saw the most beautiful sight I'd ever seen, which was the water of Charleston Harbor. And as I stood there in my pajamas on the side porch, a car full of girls drove by, by the Coast Guard Station. And I heard them giggle, and they waved at me, and it turned out one of those girls was my wife. Later that afternoon, someone said, "You're going to go to The Citadel. Why don't you come with us to a Citadel football game?" I said, "Sure." And he said, "By the way, we're going to meet some girls there." Well, we did. And the girl that sat next to me was my future wife. I had seen her twice in the first day I arrived in Charleston, and at once I ended up dating her.

KP: That's funny. Were you already going overseas before you guys got married, or did you get married before you left?

TC: No. We got married after I had been overseas. When I graduated from The Citadel in 1950, as I mentioned, the very first assignment I got after going to Fort Benning for training was to go to combat in Korea. When I came back in 1951, the courting continued, and we got married in 1951.

KP: Can you tell me a little bit about the training that you experienced at Fort Benning before you went to Korea?

TC: Yeah. It was pretty good. I was assigned to the artillery, but in those days it wasn't field artillery; it was coast artillery. Well, the coast artillery was on its way down. It was being subsumed by something called antiaircraft artillery, and the training I got, including summer

camp, was all for a vanishing branch of the service. So when I arrived in the Army they said, “We’re going to make you a regular field artilleryman.” I said “I don’t know anything about that.” They said “Well, you’re going to be shipped overseas to a place called Korea, but before you go, we’re going to train you how to do what you’re going to do when you get there.” And believe it or not, I got most of my training for combat on the ship on its way to Korea.

KP: Wow.

TC: So the answer is that the Army didn’t do a very good job, but they quickly made up for that.

KP: So, can you tell me a little about your first day in Korea? What was that experience like?

TC: The first day in Korea was to arrive in the port city of Pusan. Completely baffled. Not afraid. We were a long way from battle at that time, but baffled: “What does all this mean? I don’t know very much about this or that.” And the people I worked with that had been in World War II, generally the officers, said, “You’re a second lieutenant. You’ve got a lot to learn. Relax—we’ll take care of you.” And I did relax, and they did take care of me. I learned my trade, which was to adjust hostile fire in sight of the enemy. I had to be able to see the enemy. My job was to adjust fire on those people. And believe it or not, they made it sound pretty easy. And they did a great job of bringing me up to speed.

KP: After you left Korea did you remain in the military?

TC: I did, I did. I was a regular—I accepted a regular Army commission. As I mentioned earlier, I did remain in the Army, and it was some of the best times I’ve ever had in my life. I

ended up spending seven years. Got married after a couple of years, lived in Europe, lived in the United States. I love the Army. I love the regular Army.

KP: You were a commander of Artillery Units, right?

TC: I was.

KP: So can you tell us a little bit about your commanding position?

TC: Yeah. Well, I commanded two antiaircraft artillery units that became guided missile units, and I commanded two field artillery units. And the first field artillery unit was really sort of an honor because I was picked to head a battery of school troops at Fort Sill. Now, if you know anything about Fort Sill, that is the epitome of precession in artillery. They teach others. And so if you're going to a school troop, which means demonstrating how it is done properly, you've got to be the best. And I had the very best officers. I had ten officers and about one hundred men, and it was a wonderful experience because everything we did had to be as near perfect as possible. From then on, I went to another field artillery unit and two guided missile units in the New York area.

KP: I remember when we met the first time you had one of your friends here. You said you met him in the Armed Forces—or did you meet him at school.

TC: No, that was probably Carroll LeTellier. Carroll retired as a Major General in engineering. In fact, LeTellier Hall is named after his daddy. Carroll is somebody that I had known since 1946; as a matter of fact, we double-dated while we were at The Citadel. He was a class ahead of me, but we stayed in touch, and in fact even met in Korea at various times.

KP: That's what I meant.

TC: But I had known him for a long time.

KP: Did you guys get into any funny stories together?

TC: Well, we have a number of them. But one of the really funny—not funny haha, but funny weird: We were—of course [at war with] the North Koreans, and the Chinese intervened in the war and that created chaos. We were up along the Yalu River, which is on the border with China, and they [the Chinese] came back over the Yalu River and absolutely clobbered us. We retreated in a hurry, and Carroll and I met along the road. Now, the road was lit with gasoline burning and vehicles burning and tanks overturned and troops streaming along not sure where they were going. It was an absolute mess, but Carroll and I stopped our jeeps or whatever we were riding in because there was a train burning on a railroad track that ran alongside the road, and we could see it was a quarter-master train because it was loaded with box cars, and some of the doors revealed there were provisions and stores and so on the inside. But we saw one door open, and there were—[stacks of cases labeled] Pabst Blue Ribbon. We realized it was filled with stacks of cases of beer. As we looked at it and were very tempted to run across the road into the car, the train began exploding one car at a time. It was obviously loaded with ammunition, but we said, “Hey, let’s quickly get over there.” So we did. We ran into the burning train and loaded up a jeep with cases of Pabst Blue Ribbon beer. One of the smartest things we ever did.

KP: (Laughs.) That’s true.

TC: Some would say dumb.

KP: That’s funny. Well, I know that you got the Purple Heart.

TC: Yes.

KP: Do you want to tell me a little bit of how you got that?

TC: Well, it's not a very good story. I was—I was a forward observer, which meant my job was to watch the enemy and to bring—adjust—artillery fire on them. And I rode with task forces made up of tanks. And I would ride in the number one or two tanks so I could see what was going on in the commander's position. One day, we went into some hostile territory, and on the hill overlooking us, we could see the little enemy up there running around and shooting at us. And I sort of went down inside the tank as the bullets began flying around, but I left my hand up to grab the top of the turret so I wouldn't fall, and a bullet just clipped my finger. Ruined my finger, but that's not—that's hardly worth a Purple Heart or anything else. But that's how that happened.

KP: Yeah. Well, do you want to tell me anything else about the Korean War that we left out so far?

TC: Well, no—except that we had a good feeling about the war. We felt that there were good guys and bad guys. Sometimes in a war you don't always know that or aren't sure of that. But we felt that the South Koreans were decent, honorable people. I incidentally got to know, fairly well, a major general in the Korean Army who commanded the first Republic of Korea division, the unit with which I served. He became the Chief of Staff of the entire Korean army, General Paik Sun Yup. And it was just great fun for me to—to get to know someone like a brilliant military man, the top—he became the top military leader of a country I had never been to. That was one of the great experiences I had. The rest of it was being with the infantry and seeing what a lousy job they had and how much we could help as artillerymen.

KP: Ok, so you went back to America, and you married your wife.

TC: I did.

KP: And where did you go after that?

TC: What's that?

KP: Where did you guys go?

TC: Well, after that I was sent to school at both Fort Bliss, Texas, and Fort Sill, Oklahoma. They're antiaircraft artillery and field artillery schools, and she accompanied me. I then assumed command of a battery of antiaircraft artillery at Fort Hamilton in Brooklyn, New York, overlooking New York harbor, and she went with me there. We lived in government quarters. During the first seven and a half years that we were married, we moved twelve times. So it was a really peripatetic life. We didn't—we never settled long in any place. The other thing I noticed about the Army was they were constantly sending you to school. Every time I turned around, I would get orders for some other school. That's expensive to do, but I think it probably paid off over time.

KP: Yeah. So, how many years were you in the Army?

TC: Seven and a half.

KP: Ok. When you left I know that you were part of the Fellowship for the White House. What did you do before that?

TC: Well during—the very first thing that happened. Well, first of all, I was retired for disability. I became ill after seven and a half years in the service. I was flown back to the United States to Walter Reed, where I spent half a year recuperating. And when I recovered, I was asked by the government to stay with it, and they had other assignments for me. I ended up going to the

U.S. Civil Service commission, where I worked on programs for leadership. For some reason, I got involved with the Office of the Secretary of Defense and ended up heading up the Education function in the Department of Defense, and that was an absolutely fascinating experience. So that was my career, mostly in government and education.

KP: After you—they came to you right?

TC: Yes. That—that—the White House Fellowship was sort of accidental. I had been involved in, as I said, in leadership programs, and John Gardner, who later became the Secretary of Health, Education, and Welfare, had proposed an idea to President Johnson. Why didn't we search the country and pick out brilliant young men and women who were on their way up in society, and before they move up, let's bring them in the government and give them a year so that they—when they become top businessmen or whatever—they will have an understanding of government.

KP: Right.

TC: That idea was endorsed by President Johnson. I was sent over to prepare the way for the program. David Rockefeller, who was Chairman of the Board of Chase Manhattan, was asked to assume leadership of the program, and I was asked by him to become the permanent director, which I did.

KP: Yeah. And—

TC: And that was in 1964.

KP: Right. And you mentioned when we last met kind of a funny story about Lyndon Johnson. You told me that he gathered everybody in the room, and you said he was so relaxed that he started to fall asleep. Do you remember that story?

TC: (Laughs.) Yeah. President Johnson had a love/hate relationship with the rest of his leaders. You may think that a cabinet, that is the Secretary of Health, the Secretary of Labor, Secretary of Commerce, Secretary of Defense, etc., are all friends of the President because they are appointed by the President. The truth is, they're not. They have their own constituencies. They are not always beholden to what the President wants to get done, which tends to be a broader national program. If they're the Secretary of Labor, they care a great deal about labor unions, or they care a great deal about doctors and hospitals. So, as a result, there is always a strain between the Cabinet leaders and the President. During the time that I was there, I was asked to set up a program that would help outsiders understand that strained relationship and become a part of helping the government do a better job, and it was called the White House Fellowship program.

KP: Let's see. What was—since you worked, I guess, one-on-one with Lyndon Johnson

TC: Well, one-on-one is a little bit strong. The real boss started out as David Rockefeller.

KP: Right.

TC: We were completely independent, incidentally. The President had the good sense to say, "I'm appointing you, but I'm not going to interfere with anything you do."

KP: Right.

TC: So we had complete freedom to make assignments of fellows to various cabinet departments, and the President, God bless him, he accepted our recommendations and supported the program.

KP: And how did you decide who to choose for each cabinet?

TC: Well, that was—the hardest thing was to decide who to choose. That was much harder than where they would work because the people we chose were so good that they—most of them—would fit in almost anywhere. But I made most of the—I made the decisions about where to put them. And it wasn't always self evident. I would, for example—I had a guy in agriculture who had worked with the food services industry. Well, the last thing I wanted to do was to assign him to the agriculture [department]. It would be a conflict of interest number one, and number two he wouldn't learn a great deal. So I made a point to assign people across their career lines.

KP: That makes sense.

TC: I would—I spent time working with, sometimes directly, the Secretaries of the various departments getting a feel for what they would like to get done. As the program became known, it became clear that these people were brilliant. And they were a free person that we would assign to the cabinet offices and they're always looking for good talent. And we had good talent. And those people went and worked hard, many of them, and came up with great ideas for the cabinet offices. So it was, sort of, not a love/hate relationship at all. I think that most cabinet offices loved having the fellows. And I had an easy job of assigning people to those departments.

KP: How did you choose the people? Did they apply for the Fellowship?

TC: Yeah, let me just give you some numbers. The first year we announced the program, there was a large article in the *New York Times*. The word spread all over the country. We had 8,000 people express interest. We actually got 3,100 applications. That is they filled out a twenty-page form, which I designed to make it useful and tough. And they filled it out, and they submitted it, and we did surveys and reviews. The first review was in my office. We sat down with some experts and went through every application, working far into the night for a long time. We then sent them to various regional groups that I set up who were experts and let them screen them. And then, finally, we sent them to one of twelve regional panels for evaluation, and then back to our office where we selected as few as 50 that would come in for a three-day meeting with some experts, and we would pick the finalists. So it was a series of steps starting with many thousand and ending up with— actually, the first year, fifteen was all we chose.

KP: What was their day to day task? I guess they all differed, but—

TC: Well, it varied because when they started, nobody knew what a White House Fellow was. Why do I have this person? What can they do for me? Why is a lawyer going to work in the Department of Agriculture, anyway? We've got our own lawyer; we don't need this. It turned out that the Fellows were so good that they quickly assumed a role. Cabinet offices began by giving them small assignments, and before long they realized that this was a very talented group and they allowed them more and more responsibility. Let me just cite a little example: We had a guy who had been working for a large food service company called Cargill. Cargill is involved in grains and soy beans and oil and so on and has nothing to do with government, except they're surrounded by government. And he was asked to work for the Secretary of Interior. He made a suggestion that a gift of land near Washington be turned into a Performing Arts Center. And he even gave it a name, Wolf Trap Farm. He suggested to the Secretary of Interior that the Secretary

sponsor this thing. It still exists; Wolf Trap Farm is internationally renowned the home of concerts and drama and so on, and it was the idea of a young soybean merchant—

KP: Right.

TC: Who was brought into a position of responsibility to work with the Secretary.

KP: OK. That's very interesting. Well, just staying on track with the military: How did you transition between the two?

TC: Well, I had no choice. I was thrown out because of disability, and I simply applied to the Civil Service Commission. And it turned out they had a program that took a very small number—I think it was fewer than ten good people—and put them on a fast track and promised them that, if you're selected, you'll be promoted every year. And I was lucky enough to be selected as one of these people; they're called management interns. And the office of the Secretary of Defense had a very special program. I was chosen, and I grabbed at the job. And they put me in a program that lasted a year where I went to the Pentagon, and I was allowed to choose several, I think five, different assignments of two months each where I could work anywhere I wanted in the Pentagon, and I did. And I was offered jobs by some—by the places where I worked—and I was able to choose the job I wanted, which was in the business of personnel, including training and education.

KP: Where else in the Pentagon did you work?

TC: I worked in international affairs. I worked in commercial affairs. As I recall I worked in logistics, but the one that had most appeal to me was the personnel function.

KP: How did you bring what you learned while you were in the military over into your civilian life?

TC: Well, it was easy because in the military I was involved in personnel and training. I even, interestingly, in Korea, when we were pulled out of the battle line for a while, I established a noncommissioned officer academy. And I was the commandant of this thing. And we wanted to give another layer of high training to our best non-coms. And so I got involved of selecting people and training them, and that was the way it carried over into the work I did in the Pentagon.

KP: OK. Let's see. Well, I'm coming to the end of my questions. Do you have any interesting stories or tidbits that you'd like to share? I know you have plenty.

TC: (Laughs.) Well there's a story for every occasion. Some of the best times of my life were spent in the military. I was so regretful for not being allowed to continue. My wife— incidentally, we were talking about it yesterday— she felt the same way. She loved it. Absolutely loved it. We ended up having three kids in the military, and it was still a wonderful experience. I would be back in the military today if they allowed me. I can't say enough good about The Citadel. I took courses. I did things at The Citadel I was sure I would never use, but I used all of it. Every bit of it. And the main thing I used was the ability to fall through space and land on my feet. And I learned that here.

KP: That's for sure.

TC: And a lot I learned was walking tours on a Saturday afternoon in Padgett Thomas Barracks.

KP: What company were you in?

TC: I was in Band Company for the whole time.

KP: What did you play?

TC: I played the sousaphone and I played the string bass in the dance band.

KP: Well, I know—I don't remember when he graduated—but I know there is someone who donates a lot of money to the band, and they just went to Scotland actually. Did you guys take any trips like that?

TC: Yeah. I'll tell you who that was later on; I know who it was. Yeah. They—the band—has a very loyal group, and I figured out the reason why. A typical cadet comes to The Citadel, and he changes companies. A band member does not. A band member stays for four years in band. And they develop a kind of instinctive loyalty, not only for the institution, but for the whole gamut of people who have gone through the band. So they've got a much closer knit group than their—

KP: Yeah. I know a lot of Band people, and they're very funny.

TC: Well, they tend to be sort of—"well-rounded" is not the right phrase—"a little nutty" a better one.

KP: But they're a very close knit company.

TC: Yeah, that's right, they are, and they have reason to be. They're with each other for a long time, and they do interesting stuff. They go off on trips.

KP: I know. They marched in a parade recently downtown. I got to watch them play.

TC: I had heard that they did, yeah.

KP: It's interesting to watch them when they're not having to do just the military songs. And watch them off campus. But do you have any funny stories about you in Band Company? I know you have stories about that.

TC: (Laughs.) No, I really don't. The band—the band had a life of its own. We were different. We knew we were different. And we tried to be the same where it was in our benefit to be the same to get through the school. Everybody's objective was to graduate, but we had a lot of fun along the way. And the band was always asked to do—for example, The Citadel played Georgia Tech in football back in 1946 or 7 and we went—the band went with them and stayed in the Henry Brady Hotel in downtown Atlanta. And that was just one of a dozen trips that we made every year to some other strange place that the rest of the corps didn't have the advantage of. So we developed a cohesiveness and a kind of a love of the school that other—others were not fortunate to have.

KP: You mentioned that cadets would move companies. They moved companies every year?

TC: Did they move companies? They typically left the company. Well, in my day, I started in E company, and when I transferred, I went to Band. Others in E company went to any other company. As you know, it was then, probably still now, your height was a guiding—a guiding criterion at least for the battalion you were in. Nobody stayed in the same company more than a year or two, unless it was accidental.

KP: OK. Well I know a lot of people they—unless you're going to take a leadership position—we've got one person in the company; everyone pretty much stays in the same company.

TC: Yeah.

KP: Let's see. I want to talk a little bit about when you and your wife were in Europe.

TC: Yes.

KP: How was that?

TC: It was wonderful. Back in those days, this was after World War II—it was actually in 1954, which was not long after World War II— they allowed us to have a live-in maid that we could afford. I was a first lieutenant when I got there, and we lived in German-built quarters on the base in Mannheim, Germany, and later moved to Baumholder, Germany, and lived a life of luxury, in a sense. If my wife and I wanted to go to Italy, we could do it because we had a maid to take care of the kids. We started with one child; we ended up with two there. And we could—and back in those days American money went a long way. You could do great traveling all over Europe. The military, however, was very tough because we were prepared to sort of lay our lives down on the Rhine River to stop the Russians from invading Western Europe. That was our border line. We lived right on the Rhine River. And we recognized that our job might be to get out of bed at two o'clock in the morning and go for a month and then not come back. And, believe it or not, we were called in the middle of the night on several occasions for maneuvers. A surprise maneuver, meaning we had to go down with our luggage, which was already packed with everything we needed, and not see our families for a week or two. That was done on a regular basis just to make sure we were alert.

KP: And were those practices or did you actually—

TC: No. They were for practice, but they were also to kind of make a statement to the Russians: Don't you dare step over the Rhine River because we're ready. And of course the Russians were watching all these maneuvers, and that was proof that we could get out and defend our territory.

KP: You lived on base?

TC: Yes. Always lived on base in Europe.

KP: Did you ever experience the culture shock with living in a different country than America I guess?

TC: No, I don't think so. We didn't speak German, and interestingly our maid that was German tried not to speak German because she wanted to learn English. (Both laugh.) So we thought, wow, we'll have a German maid, we'll learn German. No, she wanted to learn English. So we learned enough to get along, which was not very much

KP: Yeah.

TC: Not very much.

KP: So you went to Italy. Were you stationed anywhere else?

TC: No. No, only in actually only in two places in Germany, but we did travel. My wife and I were able to travel. We had a car, and we could buy Quarter-master gasoline for about one-tenth the cost of the on the market. And there were PXs available. We had a big footprint in Europe in those days. A lot of little cities had military—U.S. military—bases, and they were

generally in old German casernes, old German quarters, but we had all sorts of stores and commissaries, and it was kind of a nice life.

KP: And you mentioned that left after seven and a half years because they terminated your service?

TC: No; I got ill. I was actually became paralyzed in the field, and they flew me back to Walter Reed. I made a pretty good recovery. They allowed me to go back to active duty, but about a year later, the same disease hit again, and this time I was out flat and they threw me out.

KP: Right.

TC: So I was retired for disability.

KP: But, I mean you left the service?

TC: I left the service. Yep. I did. But then I was asked to work in the Office of the Secretary of Defense as a civilian. Then I went onto other assignments within the White House.

KP: Well, I think that comes to the end. If you want to talk about anything further—

TC: No. I can't stress too much the impact of The Citadel. And somebody said, "Well, what did you learn there?" And I said, "Well, learn is not quite the right word."

KP: More experience.

TC: More absorb. And it's like throwing a cat in the air. How do you learn to land on all four feet and scamper away? And I learned that at The Citadel. We learned to be light-footed. We learned to deal with almost anything. And did you learn it at The Citadel? Well, for some reason, all of us seemed to have that ability. And it allowed us to take advantage of things that

others may not have. I just felt that The Citadel—let me just digress. During my time as a civilian in the office of the Secretary of Defense, I spent some time in charge of education in the military. And that allowed me to go off to Harvard and Yale and Princeton and spend time evaluating what they were doing for the military. I also spent a couple of years at Princeton on a Fellowship. So I've had a pretty good view of the rest of American education. It's superb. I mean, there's just nothing like it anywhere. But nothing beats what I got here.

KP: Right.

TC: Because it's a combination of intellectual ability and pure get it done. I mean just do it. And at no other educational institution did I get that feeling. Just do it. That wasn't an option, but it was here. And so of all the things I'm grateful for, it was the decision to come to this place and to get a background in fundamentals that I could have never gotten anywhere else. Great place.

KP: I agree.

TC: It's a great place.

KP: Yeah.

TC: You don't tell very many freshmen that.

KP: No. (Laughs.) You can't tell them that, because they wouldn't believe you.

TC: And there were many Saturday mornings that I didn't think so either.

KP: Well, I mean, I'm almost out of here so—I'm looking on it with love now.

TC: Yeah, it's hard to have love during a lot of it though.

KP: Yeah, when you have the tours. That's for sure.

TC: Well, it was another interesting feeling I had and that was when I went off for the job interviews, and I don't remember how many I did, but in almost every case they said the same thing, "We like Citadel people." You know I've heard people say, "We like Harvard people; we like Yale people," but it was such a pleasant surprise to hear people say, "We like Citadel people." So—

KP: It's definitely a new—not a new—thing, but good to hear, especially when you—

TC: It is a good thing to hear. You know, maybe it's not all intellectual; maybe it's practical. How do you split those two? How do you say, "My success was due to this part brain power, this part hard work, this part whatever"? You can't split them.

KP: Right. Well, it was a pleasure, and I really appreciate your coming in.

—END OF TRANSCRIPT—