

**INTERVIEW WITH OAKES AMES
PRESIDENT OF CONNECTICUT COLLEGE IN NEW LONDON
FORMER CHAIRMAN OF PHYSICS DEPARTMENT**

July 28, 1987

Dr. Hartzell: Interview with Dr. Oakes Ames, President of Connecticut College in New London, Connecticut. Oakes was a former faculty member at Stony Brook and for a while Chairman of the Physics Department. This interview was conducted in his office at the College. You can start with 1.

Oakes Ames: My name is Oakes Ames. I came to Stony Brook in the summer of 1966. I was 35 years old when I did that and my appointment was effective that summer. I joined the Physics Department as an Associate Professor. I did my graduate work, my Ph. D. in Physics at Johns Hopkins, and before coming to Stony Brook I had been at Princeton University in the Physics Department from 1957 October through the spring of 1966, where I did research and teaching and only a little bit of administrative work.

Dr. Hartzell: I see, well, that's the first three questions.

Oakes Ames: How did I happen to come to Stony Brook? I think Professor John Cleland at Princeton gave my name to John Toll. And Johnny called me up one morning, very early, and told me about this whole thing and asked if I would be interested in. I came up, I don't remember all the people who I spoke to; I certainly spoke to Alec Pond, who was Chairman of the Physics Department then, Bob Dezafrá, some of the other members of the Department who were

Dr. Hartzell: Frank Yang?

Oakes Ames: He was just coming into the Institute then, I don't think I spoke to him.

Dr. Hartzell: Max Dresden?

Oakes Ames: Yeah, Johnny was interviewing me for a spread position, which is what I took, half time as a special assistant to him and Bentley Glass, half time in the

Physics Department. That's what I actually did from 1966 to 1968, and then after I finished working through with producing a science development grant for the National Science Foundation,

Dr. Hartzell: You worked on that?

Oakes Ames: I worked on that, that was my major assignment for Johnny.

Dr. Hartzell: And you were successful.

Oakes Ames: We were successful

Dr. Hartzell: In getting it, the amount was something

Oakes Ames: About \$2 million.

Dr. Hartzell: Two million dollars.

Oakes Ames: Yeah, and I did all kinds of interesting things for both Johnny and Bentley, not just that, but I had one assignment to help get the Marine Science Research Center set up and

Dr. Hartzell: I remember going down with Johnny to interview Hayword, I went down with him because I had known Leland at Brookhaven.

Oakes Ames: Uh, huh, well, I came with this double assignment really and

Dr. Hartzell: Why did you accept it?

Oakes Ames: John Toll and Alec Pond were very persuasive, that was one reason, and I liked the people I met when I visited the campus. I liked the idea of being able to get further into administration, something I wanted to explore; I had done some, but very little at Princeton, and felt this would be fun to try out and the Physics Department even at that early stage had a fine reputation and every indication in 1966, and for the whole University, that things would grow very rapidly. So, it had a, there was a real element of adventure there and a lot of promise, and we liked the area. It wasn't all that far from my home in Cold Spring Harbor. So all of those reasons came together. There was no question about why the place was being created. It was very clear that everybody wanted to make it an outstanding University just as quickly as they could.

Dr. Hartzell: The need was there.

Oakes Ames: The need was there. There was already a nucleus of very good people, especially in the sciences, and I think the remarkable thing was that the amount of support was coming in from the State at that point it seemed almost unlimited. There was the sense that we could do almost anything we wanted to do; not quite true.

Dr. Hartzell: Money was much freer then.

Oakes Ames: Much freer. Though maybe that, I don't know whether that covers 6.

Dr. Hartzell: I think so.

Oakes Ames: And certainly expectations, and I wasn't disappointed in this regard at all in Physics that there would be rapid growth and first rate people coming in and good facilities. All of that happened. What were my impressions when I first arrived? Well, atmosphere, I'll begin at the end. It was like a frontier town; there was a lot of improvising going on, we were doing everything for the first time. For instance, in the Library building, which is where the administration was then, Johnny's office and yours and Bentley's, every year the administration was growing and new offices were being born, new people were coming in. In the beginning Johnny was doing an awful lot himself, and we were starting with, Ed Pellegrino was there, there was the dream of the new hospital, medical complex. So, the atmosphere was one of real adventure.

Dr. Hartzell: Think the decisions were well made?

Oakes Ames: I think they were. I have to say that as far as Johnny's administration was concerned, I know he came under some fire at various times, under criticism, but I think he, everybody worked and tried to move as fast as he did. And I think he, basically he had his eye on the ball. What mattered more than anything else to him was getting the best faculty he could get; that's where his emphasis was, and other things occasionally fell by the wayside

Dr. Hartzell: Such as?

Oakes Ames: You couldn't do everything at once. Well, I know there was a sense that the quality of life on the campus was not all it could be, too much mud, too much lack of attention perhaps to creature comfort, that sort of criticism almost was inevitable.

I guess another tension there was whether enough attention was being put to the growth of the humanities and social sciences and the arts. That was certainly a debating point. I guess what John was trying to do was to build on the early strengths of the institution, develop the sciences, but the other areas certainly followed along I thought in a pretty good fashion. I thought the faculty were very impressive, and the students I had; I ought to divide my answer to that question I suppose into two parts. The graduate students in the Physics Department were very, very good; the undergraduates covered a tremendous spectrum. We had some very, very bright ones, and we had some students who had a pretty rough time of it. But, and we had a lot of students, as I recall, who were the first in their families to ever go to college.

Dr. Hartzell: That was characteristic of

Oakes Ames: That was very interesting, that was very interesting. Who were the outstanding leaders on the faculty? Well, I remember Harry Kalish; I remember Alec Pond; Max Dresden; and of course Bentley Glass, I guess he had an appointment in Biology; Sid Gelber was outstanding; Ollie Shaeffer, Earth and Space Sciences. Those are some of the names that come to mind most quickly. I thought Bentley was remarkable. I don't know whether my statistics are correct, but if I'm not mistaken, in 1966 there were 300 people on the faculty, and in 1974 when I left, there were 1,300 or 1,100. The figure I keep in my mind was 800 added in those 8 years, 100 per year; from 300 to 1,100. Bentley seemed to interview every candidate; so he must have been interviewing, if we added 100 faculty a year, he must have been interviewing about 300 or 400 people. My office was often part of that time next to his; he certainly did see a lot.

Dr. Hartzell: We can check the statistics.

Oakes Ames: I was made Chairman of the Department in 1970, don't remember the exact circumstances. Morton Hamermesh, a theoretical physicist, was brought in a few years before to take over, I guess from Alec, and Mort did it for a while but I think wanted to go back to the midwest. So the Department was searching, and I felt that I had done most of what I could in that position with Johnny and with Bentley as a special

assistant and wanted a little more time in the Department, continue my administrative work; so the Chairmanship seemed like a very good thing to get into. It was a big department, it was a major administrative assignment there.

Dr. Hartzell: Did you have anything to do with Myron Doucette?

Oakes Ames: Well, I remember him certainly, but I don't remember any special work that we did together.

Dr. Hartzell: He was, came in when I was Acting President, and he had just retired from Scovill, and we needed somebody to ride herd on the scientific equipment that had been ordered, seeing why it didn't show up, and when it did, make sure it was what we had ordered and help with the installation.

Oakes Ames: I remember him, now that you mention him, I remember that. I should mention names that are going to come back. Another person as far as leadership in that early period was very important was the Chairman of the Chemistry Department, Bonner.

Dr. Hartzell: Francis Bonner.

Oakes Ames: Francis Bonner, I thought he was a really key person in those early years, somebody I liked very much.

Dr. Hartzell: He was a good violinist. Well, 10.

Oakes Ames: Ten, what do I think I accomplished? I hope I accomplished all sorts of things in the few years that I worked for John and Bentley. You know I was one of three special assistants that came in and we all came in at the same time.

Dr. Hartzell: Who were the others?

Oakes Ames: Bill Moran was one; Dieter Zschock was in the Economics Department, he had an appointment just as I did. I think one of his youngsters has gone through Connecticut College, graduated.

Dr. Hartzell: Really, is that right. He was a Wesleyan graduate.

Oakes Ames: Okay, Bill Moran was not in an academic position, but he's now President of a university campus I think in North Carolina or South Carolina.

Dr. Hartzell: Greensboro.

Oakes Ames: Greensboro. So the three of us

Dr. Hartzell: I've already interviewed him.

Oakes Ames: Oh, good. So, the three of us knew each other very well, and we worked on a lot of different things. I was given lots of assignments along the way, and I remember very well the Marine Sciences Research Center was one that I put a lot of time into and Don Squires was the first head of that Center.

Dr. Hartzell: Who appointed him?

Oakes Ames: Well, Johnny did or Bentley did, but that was part of Stony Brook's mandate to set up this Center, and I was in on the initial planning and goal setting and defining what the Center was going to be, and in on the candidates of the search. I remember with some pride being able to do something that I later learned was not proper but getting a, in terms of the procedure that was followed, getting a bridge built from the mainland out across Flax Pond to the beach.

Dr. Hartzell: It's still there.

Oakes Ames: Good. Getting that bridge in so that the Marine Science researchers could have better, easier access to the Flax Pond area, and I got it done on the operating budget for the Center, and later found out that some of the folks up in Albany were pretty annoyed because they considered that, and I certainly would have, a capital project, which should have gotten approval. And had we gone that route, it probably would have taken a couple of more years to get it approved. There were elements of occasionally trying to expedite things and to have a little more freedom from the tight controls of central administration.

Dr. Hartzell: That has been a problem right along. I think there is more freedom now.

Oakes Ames: There was a study a couple of years ago recommending a real change.

Dr. Hartzell: Right, well, they got part of it from the Legislature.

Oakes Ames: Well, that's an example of one of the things that I think I accomplished working in the administration, and of course, the science development grant was another big one. In the Department as Chair, the four years that I was doing that, were years of continuing growth, maturity of the Department and

Dr. Hartzell: How close were you to Brookhaven?

Oakes Ames: Well, the Department was very close. We had several people in nuclear physics who collaborated with members of the Brookhaven staff.

Dr. Hartzell:

Oakes Ames: No, Herb Luther was not one of them, Linwood Lee was one of them. There was a lot of interest back and forth what was going on.

Dr. Hartzell: Was the Van de Graaff already in place when you came?

Oakes Ames: That was put in while I was there. Quite a few of the high energy physicists were either at Brookhaven or at some of the other national labs. So I certainly felt that one of my top, bit contributions as Chairman was one of expediting the operations of the Department, making things work smoothly, making good appointments, working very closely with Frank Yang, because the Institute was independent, of course, but it also worked very closely with the Physics Department, so we were always analyzing our curriculum and trying to decide whether you had the right one, designing the new Physics Building, that was going on, that was something Alec Pond was working on and dreaming about when I first got there, that great giant. Of course, I did some teaching while I was there too, which I enjoyed very, very much. I did have contacts with Albany, to move onto question 11. I traveled up to central administration sometimes with Johnny. I remember one meeting we had up there when he was pushing for, I believe, a special building for astronomy, and we were told in no uncertain terms by, I don't remember who the official was, that just couldn't be.

Dr. Hartzell: Axelrod?

Oakes Ames: Well, whomever, but his immediate rejoinder was, well, how about next year. He had this never-say-die approach to things, and he kept pushing. And I think

Dr. Hartzell: Well, do you think that decision that couldn't be came just from the person, where did it come from?

Oakes Ames: I don't know where that decision came from actually, or whether that represented a quick judgment or whether it had been carefully studied, but I tell a story only to illustrate Johnny's persistence in, I don't think, I think a lot of things that we were able to do at Stony Brook just never would have happened if he hadn't been persuasive and had the particular style that he did, still does. Washington, well, I had contacts with the National Science Foundation because of that development grant, but for the record I should say that Bentley Glass deserves a lot of credit for our getting that grant too, because at the crucial time he went down and talked to one of the top officials who he knew down and threw the whole weight of his support behind that grant, just when we needed. And I always thought that personal visit Bentley made was a very important factor in the Foundation's decision to give us the grant.

Dr. Hartzell: Do you know how many of those grants were given that year?

Oakes Ames: Ours was one of the very last. The program was being closed down, and it was nip and tuck there for a while. We weren't sure that we would get it because we knew the program was going to be closed; so we gave it an all out try. I think probably there were about 30 or 35 grants given in all over a six or seven year period, would be my guess. Would I care to comment on the quality of the students and the quality of student life? Well, I did comment a little bit about the students. The quality of student life was certainly a problem. As I look back on it, there was not an awful lot. There were new dorms built. When I first came there, there were the brick dorms fairly close in to the center of campus.

Dr. Hartzell: H and G.

Oakes Ames: Yeah, they were referred to as neo-penal architecture. And then there were some new complexes built to the south.

Dr. Hartzell: Yes, Roth and Tabler. Those had different architects.

Oakes Ames: Well, there was a new athletic facilities, there was a new student center built, which certainly was ahead, but I always felt that the students needed more attention. I don't remember what percentage were actually boarders, but it must have been a fairly large number.

Dr. Hartzell: I think they can handle now around 6,500, something like that.

Oakes Ames: As I said, we saw a lot of very good undergraduates in the Physics Department, we had a good number of majors.

Dr. Hartzell: Was the same true for Chemistry?

Oakes Ames: Yes, yes, I sensed that of Chemistry and also of Earth and Space Sciences. Ollie Shaeffer brought in some awfully good people there. Toby Owen for instance.

Dr. Hartzell: He's still there.

Oakes Ames: He's turned out to be a really leading light. And there were some people in astronomy along the way were extremely good too.

Dr. Hartzell: Palmer was, Allison Palmer.

Oakes Ames: Yeah, Allison Palmer.

Dr. Hartzell: Thirteen, what can you say about the faculty as a community of scholars?

Oakes Ames: Well, that's a tough one. I don't know how good a community we were. I think we were in a state of flux. There were new people coming on, there were a lot of tensions.

Dr. Hartzell: What kind of tensions?

Oakes Ames: Well, what was it, in 1968 we had that drug bust when, as I recall, the District Attorney was hoping to run for political office and thought that if he could get his name in the papers, he might have a chance to win the election, brought in a tremendous

army of people to, arrest 14 kids. I think there were 14 kids who were apprehended early one morning. In the process, the press was brought in, TV photographers and

Dr. Hartzell: Did you see the booklet?

Oakes Ames: No.

Dr. Hartzell: The advance booklet with a picture of a knight in halberd, it was a TV production.

Oakes Ames: Well, that's the way I remembered it.

Dr. Hartzell: I think it was not so much the District Attorney as the Chief of Police and some of the Republican leaders.

Oakes Ames: It put the whole community into a terrible bind because I think the students felt that the administration had betrayed them.

Dr. Hartzell: Oh really.

Oakes Ames: Yeah, not that the administration is supposed to protect them either. The whole matter had to be talked through. But it was a very divisive incident as I recall, and one that tended to polarize the University a great deal. There was a suspicion among the students that somebody in the University had, should have let them know or somebody had let the officials know and there had been collusion. I don't know what happened, but it was a difficult time. And then, of course, that, we moved right from that on into the intense unrest over the Vietnam War. Our ability to be a community of scholars under those circumstances was difficult. I mean, the circumstances were hard for us to be a community of scholars. We were distracted by all of these other tensions over and over and over again. We were getting to know new people each year. There were not all that many good places for us to gather together, so that was something that had to come with time.

Dr. Hartzell: Were they using the second floor of the Chemistry Building before you left as a dining place?

Oakes Ames: Yes, I believe they were. We used the student campus center across the road from the Library, there was a faculty dining area there, that's the one I remember. I don't remember the one in Chemistry that well. We didn't have a faculty club.

Dr. Hartzell: Sunwood was too far away.

Oakes Ames: Sunwood was too far away. There were things that brought us together, and certainly the concerts that were held in the gymnasium there. The gymnasium was separate, wasn't it, from the student center; but that's where the concerts were first, and they certainly helped to create a community. But we had no place where everybody could gather. There was no real auditorium. I think there was a lot of pride though among the faculty, what they were doing.

Dr. Hartzell: They type of person that would join Stony Brook was an individual who was willing to bet on himself and did not necessarily feel that he had to be associated with a big name institution.

Oakes Ames: Uh, huh, I would say that's very true. Well, 14, as far as my expectations go, those were a remarkable eight years for me and for Louise. I think professionally I came there in a very experimental frame of mind, not knowing exactly what I wanted to do and ended up in this job as a full-time administrator, and I learned a huge amount at Stony Brook about the whole area of management and administration. And my expectations as far as my involvement in the Physics Department were concerned, I wasn't sure what I was going to be getting into really when I started. I learned a great deal about teaching, got into some areas -- astrophysics, which I have been interested in ever since.

[end of side 1]

Dr. Hartzell: Do you remember Stromgren and Durac?

Oakes Ames: Well, I remember Stromgren in particular, Durac was getting along in years and his really productive years were past, and I guess Stromgren was too, but he was there early in the period I was there.

Dr. Hartzell: He had had Einstein's study at Princeton.

Oakes Ames: Uh, huh.

Dr. Hartzell: And he had been Director of Then he went back and had Neils Bohr's chair at Copenhagen, that was Chairman of the Science Council, Chairman of the, I don't have the title quite right, and I visited him in 1975.

Oakes Ames: Um. I met in the spring, early summer of 1974, having been offered this position here, it was too good to turn down. When I was at Princeton I came to know Haverford quite well; I was offered a job there but didn't take it because of the research opportunities at Princeton being so special, but I visited Haverford three or four times and got to know it as a liberal arts college and found the whole idea of the liberal arts college as being a very attractive one. So at Stony Brook in my eighth year I remember feeling a little bit on the fence; was I going to go into administration full-time or back to scholarship and teaching full-time. And I didn't want to keep straddling that fence.

Dr. Hartzell: Every now and then you come to these forks in your life.

Oakes Ames: Yes, and that was one. So I left feeling very good about Stony Brook, but in the job here was quite an attraction.

Dr. Hartzell: Well, your father, I'm a believer in the influence of your genes. You were exposed to music in the family, you played the piano.

Oakes Ames: Uh, hum, still do.

Dr. Hartzell: Good, good. So you had then

Oakes Ames: I had other interests, yeah, yeah. Let me, there are a few recollections I have of those years that I have often thought about. One of them had to do with the unrest over the Vietnam War, the problems. And maybe all of this was a little harder for us at Stony Brook in those years because we didn't have the roots, we didn't have the traditions that would have been a help in those stresses. But I remember a faculty meeting that was being held in the Chemistry Department Lecture Hall, there was a lot of noise outside and banging on the door. I think Max Dresden was officiating at that meeting. He went up to find out who wanted to come in, and it was the head of the

student government association who said there were 2,000 students outside, and he didn't think he could keep them out any longer, and he was insisting that the faculty room be opened. And I remember distinctly we all felt quite trapped in that Lecture Hall under those circumstances and very uncomfortable. And Max came down, sat on the Chemistry lecture bench, propped himself up, sat on the edge of the demonstration table with his legs swinging free in the most relaxed possible way, which helped to put people at ease, and opened a brief debate about what we should do. And we decided very quickly to move to the Gym, and we did. We left the Lecture Hall, and the Chemistry Department wasn't very far to the Gym. I remember walking with some faculty colleagues who were at the point with me in the line down a double line of students lining the walk, they must have been six deep on both sides, lining the walk from the Chemistry Building to the Gym. And when we got to the Gym, there were chairs set up on the basketball court for the faculty and students sat in the bleachers, and that was the beginning of a long period of open faculty meetings, with everybody who wanted to could come and listen. And Jerry Singer was, not at that moment but later on, Jerry Singer was chair of the Faculty Senate, I've got the right word for what the organization was, he presided over a lot of those meetings, and I can remember Max's handling of the situation that day, which was brilliant. And then I remember Jerry Singer presiding over a lot of those meetings where

Dr. Hartzell: He was a psychologist.

Oakes Ames: Psychologist, but he did an extremely good job, his sense of humor that he was able to bring to bear just when it was needed, and part of what we were debating in those Jerry Singer's time as chair was the question whether the University should have any Department of Defense research contracts, and that became the issue. We had two as I recall: one of them had to do, they were both U. S. Army Corps of Engineers contracts, and one of them had to do with the salt marsh ecology at Flax Pond, a study there; the other had to do with a beach erosion question of some sort.

Dr. Hartzell: Those were contracts with the Army or the Corps of Engineers.

Oakes Ames: U. S. Army Corps of Engineers funded through the Department of Defense, DOD. It didn't matter that they were not war related; it was a question of symbolism. The students were insisting that we not associate ourselves in any way with what some of them still called the War Department.

Dr. Hartzell: What year was this?

Oakes Ames: This all had to be 1969-70.

Dr. Hartzell: 1969-70, I was on leave, I wasn't there.

Oakes Ames: Because when Kent State, Cambodia came in May of 1970, the whole institution became united, there was absolutely no, all the divisions seemed to disappear and a lot of the unrest disappeared; but that instant was, I thought, a highly dramatic one. Another thing that happened to me personally which I found important, it reflected the fact that not everybody was thinking the same way, because either in May of 1969 or May of 1970, probably it was 1970, when there was a vote to suspend classes at the end of the year, and there was even, I think, it was even optional whether you took your final exam, I don't recall. But there was a really drastic move right at the end of the year to allow more time for discussions about Vietnam and about what was going on in the world, to relieve the academic pressures people were allowed to take incompletes in a new way, because there were a lot of bomb scares going on too; we were evacuating buildings all the time, it was hard to study. But I remember deciding that I would go on giving my lectures in the sophomore course in modern physics that I was giving to those students who wanted to come, and that I would give a final exam to those who wanted to take it. I don't remember all of the details of the University's policy at that time, but the important point was that I was going on with my lectures, and I remember walking into the lecture hall the first day after these decisions were made by the University, the first time I was meeting my students, and there were quite a few there, I think there were about 150 in a class total, and I might have had 60 or 50 in there the day I walked in, and they all broke out into applause; and they were the students who wanted to keep on learning. They weren't interested in all of the disruption and strike and all that, and so I

went right on through the course with that group, gave a final exam. I don't remember what happened to all the others, it's, but nobody knew quite what to do. I mean the faculty was uncertain about its position, different departments had different views; different individuals had different views. It was a very trying period. So those are two stories, two incidents that I remember. I also remember David Fox calling me one night after I had gone to bed actually and asking if I would come in later that night to stand guard in the Physics Department. And there was a period there when the faculty was taking turns standing watch, as it were, in the Physics Building because of fear that kids might break in and do damage to a laboratory. One faculty member's office, I think in the Theater Department, was actually burned in that period, at least there was a fire in it. I know there were some people who were really up to no good and made it extremely difficult. It was a small group but they caused a hell of a lot of trouble.

Dr. Hartzell: Mitch Cohen was

Oakes Ames: Oh, I remember that name. So those were some recollections.

Dr. Hartzell: Well, that's fine. It's not going to be easy to write a history of this

Oakes Ames: Well, now who is going to do this, is this

Dr. Hartzell: I don't know. I'm working

Oakes Ames: I would just end by saying that I think it's very important that the history be done because I don't think there were many institutions that were brand new with the aspirations that Stony Brook had at that particular time in American history, and so the circumstances of it all were unique, and we were learning a tremendous amount as we went. If I have an institutional view, it's because I had that experience with the administration. I was working with a good many departments on the science development grant, and so I knew more people outside my department than probably some others did, I certainly remember Herbert Weisinger, his deanship of the Graduate School. And as I recall he was a very strong, outspoken advocate for the humanities, and that was a good thing. I was very fond of Pat Hill in the Philosophy Department, and

thought a great deal of him; philosophers were right in the same building with us for quite a while.

Dr. Hartzell: That's the major, I think, piece of unfinished business. The humanities are scattered in six different places.

Oakes Ames: Not with a center, the social sciences got a center while I was there, they came together.

Dr. Hartzell: Yes, they have the word humanities over the old English Building, but it's only the English people. Languages in the Library.

Oakes Ames: I remember Alfred Kazin was there. I have to say another thing too. The people whose influence was very important in those days, Frank Yang was one of them. There was some criticism of the star system, but I think it really worked. But it wasn't just that Frank was a brilliant physicist with a Nobel Prize, he had a dignity, his qualities as a scholar were very visible, the qualities of his mind, and that impressed people; and he was not one to take sides either, he tried to understand what was going on and to be evenhanded. So I think in ways, I don't know how many people knew him, but I felt that his influence was very steady and very much one of certainly holding the banner for scholarship and excellence in teaching high. He taught freshman physics courses; he didn't just teach the graduate students in the Institute for Theoretical Physics. He was a very important figures in those years, and Max Dresden was certainly another one.

Dr. Hartzell: Yes.

Oakes Ames: Politically tremendously active, he loved it. But he did it very well.

Dr. Hartzell: Well, I think a good many people have left Stony Brook and gone on to important positions elsewhere, I think you are an example; Bill Moran is an example. Of course, Johnny himself; Ed Pellegrino, former president of Catholic University and now Director of the Kennedy Center for Ethics in Georgetown.

Oakes Ames: I remember some of the very first meetings at which the concept of a hospital and the medical center were being discussed. I think you were attending them

too. And Johnny and Ed and Bentley and we were in a conference room on the east side of the Library, and it became clear very quickly that Ed Pellegrino was the kind of person who was going to have his way. There must have been some real difficulties there because both Ed and Johnny were pretty strong characters. Ed didn't want to be second to anybody.

Dr. Hartzell: Ed had a very clear picture on the basis of his past experience and his point of view Thank you very much.

Oakes Ames: I hope the book gets done. I hope somebody who remembers that time

[end of tape and interview]