

INTERVIEW WITH CHARLES FOSTER
SUNY CENTRAL ADMINISTRATION
November 24, 1986

Dr. Hartzell: This is November 24, 1986, an interview with Charles Foster, formerly with the financial end of the State University of New York . The interview is by Karl Hartzell at the old DMH Building, now University Plaza in Albany, New York. And as much information as I can, what are the major sources.

Charles Foster: I would think that the best source actually would be the Minutes of the Board of Trustees.

Dr. Hartzell: Trustees, right, I think you're probably right.

Charles Foster: I don't know of anything else that gives a continuous and step-by-step actions which were the official actions of the University in relation to Stony Brook and the Master Plan and all of those factors which went into the actual development of Stony Brook as a University Center.

Dr. Hartzell: All right, I think I'm going to talk with Martin Downing too and

Charles Foster: But I know from my own experience in going through the Minutes of the Board with different things that I had to do that I couldn't find anything else that was as accurate and as comprehensive as the Minutes were.

Dr. Hartzell: Now the, who are some of the people with whom I should talk.

Charles Foster: Well, I think you ought to talk with Elwin Stevens, because he was at that time in that development process, he was the Vice President for Facilities, and he was actually had to be involved in actual development of the program at

Dr. Hartzell: There was a State Architect.

Charles Foster: Oh, yes, White.

Dr. Hartzell: White.

Charles Foster: White, yes. He was the State Architect, it was White, and he lived on Staten Island.

Dr. Hartzell: Oh, did he really.

Charles Foster: Yes, and well, Steve could tell you

Dr. Hartzell: About that.

Charles Foster: He dealt with him because he was a right hand man for Otto Teegen, who was the State University Architect, but I would say that in terms of the dealing with the University Architect and the problems that were involved there and also what had to be done in relation to the acquisition of property, etc., I would say, of course, Otto Teegen is dead but Steve would be the one who would know.

Dr. Hartzell: Is Herb Gordon still living?

Charles Foster: Herb Gordon or you mean Stuart Gordon?

Dr. Hartzell: He was in charge, when I was dealing with him, of land acquisition.

Charles Foster: Oh, yeah, Herb Gordon, he's still here.

Dr. Hartzell: He's still here.

Charles Foster: Yes, he handles, yes, that's true, he's still here at Central Administration, he handles now more legislative relations, but, yes, he's still here. I would say, there are other people now, of course, like Larry Murray, who was, had a very close relationship with Frank Moore and also had a close relationship and had with Minuse and Melville too, I remember. So, now, I don't know whether he would be available or not, but he's, well, all I can say is, he's been a little difficult to get a hold of, but I would think it's possible he would be someone for you to talk to. I don't know now if other people that were involved, and from the programmatic side, well, Harry Porter I don't believe could do it, I think he's had a stroke.

Dr. Hartzell: I've heard that, he's down in Chapel Hill, I believe.

Charles Foster: Right, right, so I would be a little bit doubtful about whether you could talk to him, but on the other hand, his assistant at that time, Jim Froed, who did a lot of the day-to-day work, he went to Connecticut and became head of the Higher Education Program for the State in Connecticut.

Dr. Hartzell: Is he in Hartford?

Charles Foster: Yes, he just and he just retired, I think, this last year, so I'm sure he's probably still living. He lived in Lincoln, Connecticut, anyway it was the suburb of Hartford and I'm sure he would have some recollections that would be worthwhile; and he's the kind of a person that might have kept some material because he was one of the ones that wrote the first, what would you call it, popular one volume state history of New York.

Dr. Hartzell: Oh, really.

Charles Foster: Yes, and along with Sy Syrette, do you know Sy Syrette?

Dr. Hartzell: I don't think so.

Charles Foster: Well, he was President of Queens College, then he came to State University and was kind of second in charge of Central Administration, and he was, he had been a historian at Columbia.

Dr. Hartzell: The name is familiar but

Charles Foster: I think his first name was Harold, but Syrette, everybody called him Sy Syrette. Well, he died now, but I'd say Froed because of his interest in New York history, and I'm sure particularly his interest in State University, he might well have kept some records which, in addition to his recollection, might be well worthwhile because he was really the Assistant Provost as Harry Porter's Assistant, who would have been dealing with those problems from a program curriculum basis in relation to the Master Plan.

Dr. Hartzell: When did Harry come in, do you remember?

Charles Foster: Let's see, he left Fredonia, he was President at Fredonia, and then Oscar Lanford replaced him as President at Fredonia, and I'm not sure exactly, but I would say in the early '50's.

Dr. Hartzell: That's pretty early.

Charles Foster: Yes.

Dr. Hartzell: I thought he had come in the early '60's.

Charles Foster: Oh, no, no, he came in before that because in, let's see, well,

Dr. Hartzell: When I came on the job September '62

Charles Foster: Well, he was, I'm sure he was Provost when Hamilton was President, so that was in

Dr. Hartzell: When did Hamilton, when was he appointed.

Charles Foster: Hamilton came in mid-50's, I'd say he came in, well, a little after that because Carlson was President in '54, and then there was an interregnum period there when Charlie Dysart was the Acting, I remember, and then they, after he left, he was there for about a year, then Larry Murray and Jarvey and Dr. Cooper kind of divided up

Dr. Hartzell: Cooper, Charles Cooper?

Charles Foster: No, Herman Cooper, who was in charge of the teachers colleges, they kind of divided up the chores of executive position until, it was '58 or '59, I think probably '59 that

Dr. Hartzell: Hamilton came in then.

Charles Foster: Hamilton came in, because he gave his inaugural address up at Page Hall at the same time just after having, probably been early 1960, just after Rockefeller became Governor. And the Governor spoke at that session as well, and Hamilton gave a masterful talk, and at that point Rockefeller gave a terrible talk, and he realized how badly he appeared, and he hadn't recognized how important this occasion would be, and he never got over it, he always held that against him, I think, because Hamilton did such an upstage job, and at that point Rockefeller was not a good public speaker. He had dyslexia, you know, and couldn't read a speech very well. He could do a pretty good talk and talking without a script, but it took him a little while before it got to the point where he could give a halfway decent talk from a script. One of those things, so his relationships were never good with Hamilton, and that was why, I think, one of the reasons why Hamilton ultimately left.

Dr. Hartzell: Blaney and Blegen are two names that I'm confused about.

Charles Foster: Blaney, I don't know Blaney, but Blegen was the fellow that Carlson hired to write the so-called famous or infamous Blegen Report on the State University.

He was hired to come and make an analysis of the State University at that time and make recommendations about what he felt should, what the University should plan for the future. And Carlson, well, to lay the background, the original Board of Trustees and Governor Dewey were anti expansion of State University in terms of University Centers or of the large colleges, they felt that this was something that would be too competitive with the private colleges in the State. Dewey recognized, particularly because he was running for President in 1948, that you couldn't be on a national basis against public higher education on a broad scale, so, as he did on many other occasions, said, well, I can't oppose a State University, I've got to support the State University and support their having professional schools, particularly in medicine and dentistry, but he was very much opposed to having them get a unit to a University in Albany on a liberal arts and graduate work, etc. So, he appointed a number of people on the original Board of Trustees who were like minded, one of whom at that time was Gordon Myerman, who was publisher of the *Troy Record*, Frank Moore, who at that time

Dr. Hartzell: Was he Lieutenant Governor then?

Charles Foster: Ahh, no, he was State Controller, he had two terms as State Controller, then he became Lieutenant Governor.

Dr. Hartzell: What was your position here actually, were you Controller or?

Charles Foster: Well, the original title in '49, when Al Eurich, when the University started, was Business Assistant to the President, and Al Eurich was the President.

Dr. Hartzell: In '49.

Charles Foster: Yes, Eurich started his term of office in January 1949 when I came in, well, then the University had started its operation April 1st 1949. Before that it was of the Budgets and Executive control was completely under the Regents and the Commissioner of Education. Now even as of April 1st 1949 it wasn't clear what the relationship of the University to the Board of Regents and the Commission was, but

Dr. Hartzell: Did it ever become clear?

Charles Foster: Not until there was legislation, which was later passed, which made it clear, which did take it out from under, that legislation provided that it was under, was not under the administrative control of the Regents or the Commissioner but the Board of Regents had to approve the Master Plan of the State University and had the right to review its proposed curricula and approve them, just like they did theoretically with the private colleges and still do. However, they tended to do much more, the detailed control over the curricula as proposed by State University than they were with many of the private colleges. So for a few years there, before that legislation was passed, which also did some other things, there were some changes in the Civil Service law in relation to the appointment of the academic, well, positions not just faculty but academic or pseudo-academic

Dr. Hartzell: Administrative.

Charles Foster: Administrative positions were put in for the unclassified service and with the provisions that the titles and the approvals had to be first approved by the Budget Director, and then it became more or less a *pro forma* as far as the Civil Service Department was concerned. So that from that point on the Regents probing was essentially one of approving the annual Master Plan, well, there's a requirement that every four years that a new Master Plan be developed, but even in between times as they proposed something new, sort of actions of the Board of Trustees they're supposed to go to the Regents for their approval before they were finally put into effect and approved by the Governor, ultimately the Governor has to approve them. I notice this year that one of the criticisms that Cuomo had of the Board of Regents was that they weren't really doing their job as far as master planning of any significance as far as higher education in New York State was concerned. That was among his other criticisms that he had in his battle with them this last year to, well

Dr. Hartzell: Well, the Blegen Report

Charles Foster: Well, let's get back to the Blegen Report; the Blegen Report did make a recommendation that the State University should have at least a major University

Center, at least one if not more. Now there had been in the original legislation in relation to the State University a provision in that statute that said the University could establish a major University Center, but that was never implemented, and as a matter of fact was seriously objected to by Governor Dewey. And when the Associated Colleges, which had been, Champlain College had been taken over by the University, when the Associated Colleges was abandoned, their corporation realized that there was a reverter clause in the title of the property back to the federal government, and they wanted to build a bomber base here in Kirkston and quickly ceded or gave the, had the property go back to the federal government and Champlain College closed up. He did go along with the conversion of triple cities colleges in Binghamton, Vestal, Endicott to become a small liberal arts college and that was the first one that was approved called Harpur College; but he didn't see that as a major development in the University.

Dr. Hartzell: Why do you suppose he appointed the Young Commission for State University?

Charles Foster: He appointed the Young Commission

Dr. Hartzell: Prior to '48.

Charles Foster: Yes, that was appointed because there was so much furor politically in the Legislature in relation to the discrimination against minorities, primarily Jewish and Italian actually at that time, not blacks, in terms of getting into professional schools, particularly medical schools and dental schools; and the Regents actually in some of the papers like Chancellor Wallin had strongly supported legislation that had been introduced in the State Legislature which clearly indicated that private colleges had the right to discriminate on admissions and this became a real battleground in terms of the need for doing something about higher education outside the Regents who were really just planting their feet and trying to do as little as possible, but with the tremendous demand for additional higher education after the war, which made it evident that something more permanent than the temporary arrangements that had been made immediately or a few

years after the war. He felt that this was something, and he wanted to get it out from under the Regents because he didn't feel anything would happen unless it was.

Dr. Hartzell: Al Henderson I think was Associate Commissioner for Higher Education.

Charles Foster: That's right. I knew him and J. Hellis Miller was his Assistant and then later on Knudson became an Assistant there after J. Hellis Miller left and went to, I guess it was North Carolina. But Alger Henderson left because when he realized that we, what the Regents had hoped for was that, what they had lobbied for until they lost, they had lobbied for legislation that would clearly make the development of higher education under the control of the Board of Regents and the Commissioner of Education, and Alger Henderson was supposed to be the one that was going to head up that end of development for whatever was supposed to be developed in public higher education within the Education Department. But when the legislation was ultimately passed and they lost, when then he left.

Dr. Hartzell: Okay, the Blegen Report was not implemented because of the actual situation in the State, wasn't it.

Charles Foster: It was not implemented; Carlson had been told by the Board of Trustees that he was not to move to implement the Blegen Report, but he went ahead and did it. He had Dan Button, his public relations person, leaked it around, got it out to the press, and Carlson had been warned if he did this, they had other differences with him, but they said if he did this, he would have to go. And so he was forced to resign as a result of that because he had violated the directive of the Board of Trustees. Of course, the papers on the whole, and particularly *The New York Times*, this didn't make it any better for Carlson and they had indicated that they felt that this was a good report and this was something that the University ought to do, but the tide was not an end to that. What happened really after that was, of course, there were very limited funds available, capital funds available, so that was another reason why the Trustees were somewhat opposed to this because the development of the State University was going to have to be more or less

on a cash, you know, going to have to be financed out of the current budget. So that the University recognized at that point, well, there was a resolution passed in the Legislature for \$150 million bond issue for development of a State University, and it did relate to a Master Plan which had finally been approved by the University.

Dr. Hartzell: Who did the Master Plan, who drew it up?

Charles Foster: State University Central Administration.

Dr. Hartzell: Was this prior to Hamilton?

Charles Foster: Well, it really came with more, I'd say in general, with Hamilton.

Dr. Hartzell: I see; well, who called for the Heald Report, who got Heald? Now that was '58 or '59.

Charles Foster: A little before that I believe. He was President of NYU at that point, I believe. The Trustees were pushing to have a study made because they realized that the University was kind of frustrated, they couldn't really get the kind of a President for the University that they needed with the great uncertainty as to what the development was going to be for the University; and they needed some outside support so they got the Heald Commission established to make that. And he did get support for development of a University which was going to be more than a collection of just professional schools and community colleges and teachers colleges

[end of side 1 of tape]

from the fact in terms of what was going to be developed in relation to the Master Plan and in relation to the Heald Report, it was going to be implemented. They had to have a better staff in Central Administration with people with, more people with higher levels of ability than could be attracted at the way the situation was at that time, so they had this management group come in and make a study of the Central Staff and what was needed in terms of the Central Staff.

Dr. Hartzell: Do you know the name of the management group?

Charles Foster: No, something or other Associates, it was a very, McKinney and Associates. And they were a well-known management group, recommendation group at

that time, and they made a very strong report to the Board of Trustees, which went to the Governor indicated that first of all they were going to have to pay the President of the University more, and they were going to have to have higher salaries and more staff or it just wouldn't

Dr. Hartzell: Was Harriman Governor then? Is there a chronology, I need the chronology?

Charles Foster: Yeah, well, I would say, well, now, let's see, of course, yeah, I think this did happen or at least it started when Harriman was Governor, because Harriman was like Dewey, he was very much opposed to public universities, and he did even less, he was even less cooperative with State University, he did everything he could to quash the development of State University, even though he came from New York City he was not a person who believed in public higher education. He was a private higher education person, and he had as his Budget Director and his Assistant two people from Syracuse University, who were very like minded so far as their attitude toward higher education was concerned.

Dr. Hartzell: Do you have their names?

Charles Foster: Well, Alberg was the Assistant, and can't think of the Budget Director's name at that time.

Dr. Hartzell: It wasn't Norm Hurd?

Charles Foster: Oh, no, Norm Hurd didn't, no, Norm Hurd was out during the Harriman administration, and he went back to Cornell. He had been Budget Director in the last years and in Wilson's term as Governor, when Wilson was Governor, and the last part of Dewey's, when Dewey was. See, when Dewey was Governor he, after '48, like in '49 and after that when it was realized that he wasn't going to run for Governor again, then he began to take care of the people that had been in his administration particularly, and John Burton was forced on Cornell University as a Vice President by Dewey. And, so then for a couple of years there and during the Wilson administration, Hurd became Budget Director, but he was actually an Acting Budget Director, and Burton continued as

a consultant while he was Vice President at Cornell, and what his job at Cornell was, was primarily that of for personnel and planning and development, their construction and building maintenance program, that was the job that they gave him, and they never accepted him, although he did an excellent job for them, but they never quite accepted him within the University because he had been thrust upon them by Dewey. But he would be running back and forth to Albany, and he was really making the decisions more than Hurd was at that point. But finally Cornell got fed up with that and said to Burton, look, either become a full-time Vice President or leave, so he became a full-time Vice President and no longer, although he would do consulting, I'm sure, informally, but he wasn't running back and forth to Albany all the time. At that point Hurd became full-time Budget Director and was pretty much in control of the office more or less.

Dr. Hartzell: What was his attitude toward public higher education?

Charles Foster: Well, he followed whoever the boss was, that was Norm Hurd, he always did whatever the boss wanted him to do, and of course, Wilson was, who had been Lieutenant Governor and came in, he was not particularly, he was like Dewey, he was not a strong State University person at that point; and so Hurd followed that. But, of course, after, well, to go back, when the bond issue, well, first of all I have to go back to say Frank Moore resigned as Lieutenant Governor, and he took over the job as President of the Government Affairs Foundation, which was a Rockefeller created organization, which he was going to use as a basis for getting the nomination for Governor, in addition to the Constitutional Convention Chairmanship of which he was in charge of, there was to be a Constitutional Convention, and he was Chairman of that, and his Director of Research for that was Ronan, who was the Dean of the School of Public Administration of NYU. So those two instruments were used by Rockefeller to get the nomination for Governor. And when the bond issue passed overwhelmingly by the biggest positive vote that any bond issue ever had in New York State

Dr. Hartzell: This was the bond issue for the University?

Charles Foster: Right, this \$150 million, well, then Frank Moore realized, well, gee, you know, this is a great thing for Rockefeller to use as a way, Rockefeller took it on wholeheartedly as a great platform for himself as Governor. And so Frank Moore, in the Government Affairs Foundation, was advising Rockefeller to this and knew that he was going to back it. Well, at that point then also Hurd was involved again when after Rockefeller got elected, then he became his Budget Director. So then there was the, they decided, the Governor had indicated that while they were going to make, Frank Moore became Chairman of the Board of Trustees; and Larry Murray, who had been with him in the Government Affairs Foundation as his Assistant there, then came over as Secretary on the Board of Trustees so then things really boomed in terms of the development of the Master Plan, and then they developed the financing mechanism, which permitted, which was developed in the first, by Hurd in cooperation with the Governor's Office with, they determined that since \$150 million wasn't going to be anywhere near enough to do what the long range plans were, they had to find another mechanism where they wouldn't have to go back to the people to get additional bond funds approved and get Legislative resolutions so they had then the housing, New York State Housing Finance Agency was in existence, and so then they decided, well, okay, what we will do is we will finance the expansion and capital construction program of State University through the Housing Finance Agency, and they will issue the bonds and the University will pledge its income to pay for the amortization and interest on the bonds and then they set up the State University Construction Fund with three Trustees appointed by the Governor Dewey

Dr. Hartzell: Do you know who the, I know George Dudley, who were the other two?

Charles Foster: Well, Cliff Phelan who had been Chairman of the Board of Trustees of State University and had been President of New York State Telephone Company and John Gaynor, who was the head of the New York State Housing Finance Agency. So they had the head of the Housing Finance Agency, and they had Phelan really

representing the Trustees, and then they had Dudley who was the architect, Dean of Architecture at RPI.

Dr. Hartzell: Was John Mitchell ever involve in any of the

Charles Foster: Yes.

Dr. Hartzell: How was he involved?

Charles Foster: He was Counsel to the Housing Finance Agency.

Dr. Hartzell: I see.

Charles Foster: Yes, we had a couple of meetings with him.

Dr. Hartzell: On the legalities of the bonding.

Charles Foster: Yes, right, he had to make, well, he had been a very prominent bonding attorney in terms of which the big financing outfits like Lehman Brothers, Salomon, Morgan and the rest, he had an excellent reputation as a bond attorney, and as to whether the bonds were legal or constitutional, constitutional and legal is the same thing, but I mean, first of all, statutorially they were legal and also constitutionally they were legal so that really was a major factor in making this thing work. Of course, they had that all kind of worked out before they developed this mechanism and Al Marshall who had been in the Budget, was in the Governor's Office, he worked with Ronan and Hurd and Ronan was the Secretary in the Governor's Office and Al Marshall was, I think, Assistant Secretary, and then Norm Hurd, so they worked out this financing mechanism and this construction mechanism because it was necessary for the University to be freed from the constrictions of a State Department of Public Works and the State Architect's Office because it was just more, too big a program and it was, we'd always had difficulties getting the necessary clearances and things moved along with the Department of Public Works and the State Architect's Office under those circumstances, and it was also became obvious that a lot of land was going to have to be purchased and that had to be implemented so

Dr. Hartzell: Well, let's shift to the Stony Brook picture. First, about, let's see Item 3, the Long Island Center, what was its original mandate and why did they pick Planting Fields?

Charles Foster: Well, they picked that because they were able to get it as a gift.

Dr. Hartzell: It was offered by Coe, William Robertson Coe.

Charles Foster: Right. And they felt this was a good location, and they needed to get something started there and so the

Dr. Hartzell: What was the attitude toward Long Island as a place

Charles Foster: Well, one of the things that became apparent in the fight between the Regents back in '48, in the fight between the Regents and the Governor and the State University Board of Trustees ultimately, but in that fight there one of the major reasons why the Regents lost was that the politicians on Long Island felt that they were never going to get anywhere, and there was a need for public higher education on Long Island, and up to that time it had all been private. There wasn't so much of that demand in the Republican upstate New York, although there was some and, of course, there was some very forceful leadership in Feinberg from Plattsburgh who was head of the State Finance Committee and ultimately became majority leader in the Senate, but, and Mahoney, however, who had been majority leader in the Senate and was opposed to State University and had even proposed certain cuts in their budget, but the Long Island legislators

Dr. Hartzell: Where did Mahoney come from:

Charles Foster: Buffalo.

Dr. Hartzell: Buffalo.

Charles Foster: But, and I think there was a Senator Quinn, I think, from Long Island, they would not back the Regents, and that was a very, and so they just didn't have, that was one of the strong, of course, the Democrats would not, the Democrats, in a sense, were out to embarrass Dewey, but they never, or because there was so much sentiment and so much of the support for a State University had come from the Jews and the Italians

in New York City particularly, they didn't dare, and they knew what the attitude of the Regents had been and when they realized what Wallin had indicated, as I said before, about the fact that the Regents supported the fact that private colleges could discriminate in admissions, this got them very, they just wouldn't back the Regents; but from the Republicans side, there was Democratic support also, and I think that as a matter of fact this Quinn was a Democrat from Long Island, but also the Republicans, the Republican, you know how the fight goes in Nassau and Suffolk Counties there between the Democrats and the Republicans, but there was some very strong Republican support and one of the predominant Republican leaders in the State was the then political leader from Nassau County.

Dr. Hartzell: Nassau, and I think he's an Italian.

Charles Foster: Yes, right. But then the boss was another one, he wasn't Italian, but he was, yes, but the political leader he was not in the Legislature but, as you say, yes, well, they felt that if they were going to get anywhere, and there was a need for it, that there should be a, they had to back the State University, and that was an important factor in winning that battle in the initial legislation. And I think there was interest at that time which had developed on the Island in terms of the fact that there ought to be a public liberal arts college on the Island somewhere, so that was what they had in mind in terms of Planting Fields and the Coe Estate. But then when they moved beyond that to the point where they were talking and approved essentially the Master Plan subsequently a major University Center there, well, you know, it was obvious the Coe Estate wasn't going to be big enough, and it wasn't as well located as it should have been, you know, it tended to be, well, there was another factor involved in this; Arthur Dean, who was the original Vice Chairman of the Board of Trustees and very close friend of Dewey, confidante of Dewey

Dr. Hartzell: Lived right on River Road.

Charles Foster: Right, and he was very much opposed to the development of any major campus at Coe Estate, and the Trustees were, it didn't, they recognized that. But

they realized also that it wasn't the best place for it to be anyway from as far as transportation was concerned and other needs that a major University Center was going to have to take care of, you know, problems of water, sewage, etc. Well, then Melville came into the

Dr. Hartzell: How did he come into the picture because that's not clear to anybody down there as to how the thing got to Stony Brook?

Charles Foster: Well, Minuse, representing Melville, indicated through some channels, and I'm not sure what they were, but I think they came to Frank Moore that Melville was considering making available this large acreage that he owned and controlled like a fiefdom in out in the Stony Brook area. So, I could remember going down there with Larry Murray and I think probably Frank Moore was there too and walking over that property with Melville and Minuse. Well, Melville didn't walk over it too much, but I mean Minuse took us around and we did walk over it. Well, I don't think at that particular time, however, there was any commitment to a major University Center yet.

Dr. Hartzell: That was earlier.

Charles Foster: But this was earlier, but there was a commitment, and what Melville really wanted and it became obvious and then there was some differences of opinion later on after the property was deeded, Melville wanted a high quality liberal arts college, which is really what he had in mind. But once the property was deeded over, he lost control of it and there was nothing in the deed that prevented it becoming through the State something beyond that. Then, of course, in any case, if he hadn't agreed to it, well, you know, they could have condemned it anyway.

Dr. Hartzell: There was somebody who came down representing the Central Office, I forgot his name, it wasn't somebody like Olsen, but Nelson or

Charles Foster: Who?

Dr. Hartzell: It was somebody who I think handled the gift of the of Sunwood

Charles Foster: Oh, you mean Jack Craey.

Dr. Hartzell: No, it wasn't Jack Crarey. I don't think he was in the legal office. And later on he was fired or went to India or something of the sort. He dealt with Ward Melville, well, never mind.

Charles Foster: I'm trying to think who that could be, well, that's interesting. Well, the only ones I'm familiar with, of course, were the people that looked over the site and that would have been Otto Teegen

Dr. Hartzell: Otto Teegen, yes.

Charles Foster: But as far as dealing with

Dr. Hartzell: Otto Teegen was the

Charles Foster: State University Architect.

Dr. Hartzell: State University Architect, right.

Charles Foster: And Elwin Stevens was the Vice President for Facilities. I mean, he was the one that was actually handling the detail of dealing with the contracts, etc., and dealing with the State University Construction Fund. Otto Teegen just wasn't the kind of a person that could deal with the rough and ready group over in the Construction Fund. I'm trying to think though in relation to that, I mean, oh, it might have been somebody from the State University Construction Fund, it could have been.

Dr. Hartzell: No, it was before the Construction Fund, it was back around '57, because he was dealing with the gift of Sunwood to the State

[end of tape 1]

It wasn't Larry Murray, never mind.

Charles Foster: Oh, you don't mean, it wasn't not Glenn Olds.

Dr. Hartzell: No, it was way before he came.

Charles Foster: Yeah, I would have thought so. I can't think who that would be.

Dr. Hartzell: Well, the reason I said that was that there was some feeling, I've talked to both Ward and Dorothy who retains a certain amount of bitterness that there had been a promise that the land would be used for a liberal arts college, they had that impression. And the architects were, there was some dispute about the architects because

they were changed. Ward had Clark and Rapalhano as his preference and then they were ousted and Phelan's architects, this is Voorhees, Walker, Smith, Smith and Haynes came in, and as I understand it they were actually censured by the AIA for the way in which that happened.

Charles Foster: Right, right, unprofessional. Well, maybe Elwin Stevens can, I think you ought to talk to Elwin Stevens about that, because I'm sure he would have a much more detailed and clearer memory of that than I do because he would have certainly been involved with it, and I wasn't that directly involved with it.

Dr. Hartzell: Okay. Well, let's see.

Charles Foster: But I would have thought that most of the negotiations, I don't know whether John Slocum, you know, who later on became Secretary to the Board of Trustees after Larry Murray left that job, it might have been John Slocum.

Dr. Hartzell: I think it was John Slocum, I think so. Do you know where he is?

Charles Foster: Yeah, he lives in Hollowville in Columbia County. Martha Downey would probably, I don't have it with me but that's where he lives, in Hollowville.

Dr. Hartzell: I see, all right.

Charles Foster: That's in Columbia County, it's down near Kinderhook. He was, he's retired now. After he left the University, he went into teaching.

Dr. Hartzell: Okay, do you want to just read each one of these and comment where you have

Charles Foster: Well, that was the Blegen Report, there wasn't any Blaney Report.

Dr. Hartzell: I see, all right.

Charles Foster: It was the Blegen Report. Well, I think you understand why the Long Island Center was located in Planting Fields because they got it, they were able to get it as a gift. Well, Leonard Olsen was selected to head it because he had been brought in, Len came from the University of Chicago and was a friend of, well, an acquaintance of Reuben Frodin's

Dr. Hartzell: Reuben who?

Charles Foster: Frodin.

Dr. Hartzell: F-R-O-D-E-N?

Charles Foster: D-I-N, who was the first Executive Dean in charge of, well, graduate and professional education, and Stu Gordon, who later became President at Binghamton before that Dean at Harpur College under Barlow, when he left to go there, Leonard Olsen came in to Central Administration, he worked with Frodin. And then when Frodin was fired

Dr. Hartzell: Who fired him, in other words did Carlson, did Frodin come in with Carlson?

Charles Foster: Well, no, he was there before Carlson. But Frodin, Carlson fired Frodin because Frodin refused to do what he was supposed to do. I mean, I can remember what the particular incident involved, we had a meeting related with the Finance Committee of the Board of Trustees in New York, and he was supposed to be there to present the budgetary recommendations and program recommendations go them for the four-year and liberal arts and professional colleges, that was primarily the contract colleges, and he didn't come, he was just out shopping, he was thumbing his nose at Carlson, so then, of course, the Trustees were very much upset by his cavalier behavior and so anyway Carlson called him in, so Frodin offered his resignation but he didn't think Carlson was going to accept it, but he did, he accepted it on the spot. But, in a sense, Len Olsen was his Assistant at that point, and he was the logical person from Central Administration to head a development of, get started with the development of a program on Long Island.

Dr. Hartzell: Why logical?

Charles Foster: Um?

Dr. Hartzell: He didn't have a Ph. D.

Charles Foster: Well, in this sense, he had been involved in working in that area with Frodin and Frodin wasn't there any more.

Dr. Hartzell: I see, somebody had to take

Charles Foster: Somebody had to fill in, and he was the one that knew most about, so he was the one that was available.

Dr. Hartzell: Boy, they gave him, I think, less than six months to start the darn thing, didn't they?

Charles Foster: Right, yes, it was a tough assignment, but he was a hard worker, I'll say that for him. I didn't always, I mean, people could object to him in a lot of ways but he was a hard worker and he had a, I'd say, he had a pretty good vision of what a quality higher education institution required in personnel.

Dr. Hartzell: It went there before the gift of land by Ward Melville and that must have followed very shortly. How was the Heald Report received by the Trustees and how was it, what happened, how was it implemented.

Charles Foster: Well, I would have to say, and this is just my recollection of it, I think they were disappointed in the Heald Report in that they thought it was rather superficial and that it didn't really make very specific recommendations, it was a very generalized kind of report, I think they felt it was in the right direction, you know, but not something that really gave them the kind of a recommendations they would hope to build a Master Plan from and a comprehensive program from.

Dr. Hartzell: Did you see anything of Ticton?

Charles Foster: Who?

Dr. Hartzell: Ticton, he was the

Charles Foster: Yes, well, yes, right, now

Dr. Hartzell: I've forgotten his first name.

Charles Foster: Yeah, well, yes, he was an extremely able person, and he was much more, I think he was a lot more knowledgeable, in particular about public higher education, than Heald was, and he had a lot of experience nationally on a great of other in relation to public higher education and state universities, particularly in the midwest and

Dr. Hartzell: Was Heald ever connected with the Ford Foundation?

Charles Foster: I think he may well have been, but I can't verify that. I think he might well have been a member of the Board of the Ford Foundation, I think he might well have been. Of course that's where Frodin went when he left State University, he went to work for the Ford Foundation, and Al Eurich, of course, went to work for the Ford Foundation as well, and of course Frodin was recruited by Eurich.

Dr. Hartzell: Is Al Eurich still living?

Charles Foster: Yes, yes, he lives in Connecticut.

Dr. Hartzell: He lives in Connecticut.

Charles Foster: Uh, huh, and his second wife, they both live there, they have a nice place in Connecticut, and she was at one time, you know, President of Vassar.

Dr. Hartzell: Oh, really.

Charles Foster: Oh, yeah.

Dr. Hartzell: What was her name?

Charles Foster: Well, Nell Hutchinson. Because she wasn't married, she first knew Al Eurich when he was teaching at the University of Minnesota, and she was a student of his, and she was always enamored of him; and when he came to State University, he brought her to work for State University and public relations. At that time she was married to a man who had an executive job at some publishing house in New York City. When Eurich's wife divorced him, then he and Nell became quite close, ultimately they married. And she was first, the first job she had was out in that women's college in St. Louis.

Dr. Hartzell: Stephens.

Charles Foster: Yeah,

Dr. Hartzell: It's in Columbia, to be exact.

Charles Foster: Huh.

Dr. Hartzell: Stephens College is a woman's college in Missouri.

Charles Foster: Yeah, I'm sure that was it. Then later on she came back to New York and took this job out at Vassar, and then she commuted back and forth from their home in

Connecticut; and Al commuted back and forth to the Ford Foundation and then later on he set up his own consulting business in New York.

Dr. Hartzell: Do you know where they live in Connecticut?

Charles Foster: I don't know where they live, but it's not too far from New York State border, it has to be fairly close because he commuted to New York and she commuted to Poughkeepsie.

Dr. Hartzell: Okay, all right.

Charles Foster: I wouldn't say the concept of the Master Plan stemmed from the recommendations of the Heald Report, no.

Dr. Hartzell: They had a concept of the Maser Plan before the Heald Report.

Charles Foster: Yeah, right.

Dr. Hartzell: They talk about the first Master Plan as being 1960.

Charles Foster: Well, that's true. They had them working on it though, however, and it was, well, you see, you couldn't really have a first Master Plan until you had the State Education Law changed and amended, and I've forgotten exactly what year that amendment took place. And that was somewhat before 1960, but it required, in that legislation it required that State University would develop a Master Plan subject to the approval of the Regents and the Governor. And I would say the legislation probably was in 1957 or '58, sometime along that time, and then it gave a couple of years or so before the first Master Plan would be presented.

Dr. Hartzell: Well, let's see, I think you've handled 11, 12, what do you know about what went on in Oyster Bay, it's item 12?

Charles Foster: Well,

Dr. Hartzell: And how much did the Central Office know?

Charles Foster: I would have to say that it probably didn't know as much as they would like to and what they did know they didn't like. I think they were quite disturbed about the situation.

Dr. Hartzell: See, I came in September of 1962, which was the day or the time that they were moving out to Stony Brook. Everything I know about Oyster Bay is second or third hand.

Charles Foster: You probably know more about it than I do, but I do remember, it was a kind of a sore spot. But you could understand, I think, because, well,

Dr. Hartzell: As I understand it Lee took the Heald Report as the blueprint for the future, and then tried to implement it in a rather tactless way.

Charles Foster: Well, I think that was probably right, I don't think that the Trustees were not acceptive of the Heald Report so much as, but I think they were concerned about the tactless way that Olsen acted. There were, but I can't remember the details of that other than that.

Dr. Hartzell: All right. That's 12 and 13. Do you know, see, I dealt with Harry Porter, and I came up periodically and met with Collins and Anderson from Buffalo and I guess it must have been Gordon from Binghamton, and we would talk back and forth about who would do what, what institution would do this or that and what the concept was of the task of the four institutions.

Charles Foster: Of the what?

Dr. Hartzell: The task of the four University Centers. When I came in, the students were anti-administration; faculty was split down the middle into supporters of Lee and supports of Olsen; and I think it was fortunate that they shifted campuses out to Stony Brook because it immediately dispersed people physically; and it was obviously a growing situation and you had to look ahead and try to put things behind you. And I think I was able to get the discord

Charles Foster: Well, those were hard days with administration and students. I think that probably bothered Melville more than anything was the attitude of students in that period but that wasn't peculiarly to Stony Brook or Buffalo or Binghamton or Albany.

Dr. Hartzell: Well, this was before '68, this was before our bust.

Charles Foster: Right. But all through the '60's the students were quite rebellious.

Dr. Hartzell: I was told later by our Dean of Students that one thing I did more to reconcile the students with the administration than anything else and that was the letter or notice or memorandum that I put out at the time of the assassination of Kennedy. I tried to speak for everybody, Americans, students, and everybody else about that, apparently I did a good job on it. The students felt somebody understood, so it helped. We had Charlie Cooper as Business Manager at the time. He was extremely helpful.

Charles Foster: Yeah, he had a tough job but he certainly, I think a lot people felt, you know, it was a tough job for the person in the Business Office to accommodate himself between the students and the faculty, central administration

Dr. Hartzell: And the Bureau of the Budget.

Charles Foster: Right, and the Bureau of the Budget, right.

Dr. Hartzell: That whole evolution of the University, out of the procrustean bed of a State Department having to do with standards and purchase, we lost some people because of frustration.

Charles Foster: Right, oh, yeah, no question about it. And, of course, the University is still fighting that fight. this last venture, but maybe made a little progress, but

Dr. Hartzell: I think they made some progress.

Charles Foster: Yeah, they made some progress, but not anywhere near to the dimension that they had hoped for. But I never really, knowing the, well, it's not only the attitude of the Governor's Office and the Budget Office, but even in the Legislature, they don't want to, they're not ready to give the kind of independence that, well, in most cases the state universities in other states have a constitutional independence, you know, and of course, here the University was trying to get a simulated constitutional independence by this creation of a semi-autonomous corporation kind of like the Research Foundation; and the Legislature and the Governor were not ready for that.

Dr. Hartzell: Which Governor are you talking about?

Charles Foster: Cuomo.

Dr. Hartzell: How was Carey?

Charles Foster: Carey, well, he's an entirely different kind of a person than Cuomo. He

Dr. Hartzell: Did he understand what a university required?

Charles Foster: No, no, he really didn't.

Dr. Hartzell: Did Rockefeller?

Charles Foster: Um, well, probably more so than the others. I'd say probably he more so than any of the other Governors.

Dr. Hartzell: Even Harriman?

Charles Foster: Oh, Harriman, oh, he was impossible, he just had no use for public higher education.

Dr. Hartzell: I see.

Charles Foster: No, he was worse than Dewey. And I have to give Dewey credit for the fact that he went as far as he did which was farther than he wanted to go, and he probably wouldn't have gone that far in the legislation if it wasn't for his great antipathy to the Regents and the fact that he was running for President in '48, but that was, well, it was like with, Frank Moore was very close, he had the same attitude toward the State University that he had toward public power, he said you can't get elected Governor of New York State, this was back when he was, and be against public power. That was his political assessment of the situation; so what did he do, he created the Power Authority, so that all the power that was developed from up in the St. Lawrence River, as well as the power that had already been developed at Niagara, was made available to the Power Authority who just transferred it over to the private power companies, so, and that's still the pattern.

Dr. Hartzell: This is Dewey.

Charles Foster: Yeah, that kept public power really in the hands of private power. There was a certain, but that's the way he could do it. He said, well, we'll keep it under control, I don't really want to have full public power of which there was quite a demand

for at that time. He said, oh, representing the private power interests, and of course, there still represented through, in a sense, through the Power Authority, because they have the control of all the distribution of the power. The State does and the federal government, of course, has some say about how the power should be allocated, but actually the actual power facilities are owned, other than the public hydro powers, is owned, most of it is owned by the private power companies. He had that same attitude toward the State University. Well, when Al Eurich came and asked me if I would go and become the first business officer for the University, John Burton who was very much involved in all this legislation setting up the State University, much more so even than the Governor in working out the details, he said, oh, don't go to State University, that's never going to amount to anything. And I said, well, I'll take my chances, I'm going to go.

Dr. Hartzell: Well, why has it come this far?

Charles Foster: Well, because, I'd say, I have to give the greatest amount of credit to Rockefeller; it couldn't possibly have come that far if it hadn't been for Rockefeller working out the financing mechanism in backing the University. And I think, on the other hand, that people now have come to the realization, you know, as costs in higher education in the private sector gets more and more expensive, there's more and more support for public higher education. And, of course, the other thing which I was involved in, City University, where would City University be if it wasn't for the State. When I first came in with Burton and with Dewey, the first financial aid to City University was made available by the State, and that was primarily at that time just for the support of teacher education in the beginning, because they said, well, we support teacher education upstate, therefore we should support teacher education in New York City.

Dr. Hartzell: That was the four colleges, wasn't it?

Charles Foster: Yeah, but that was the additional support other than for community colleges. And so that got the foot in the door, and then eventually, of course, but now the State pays for the full cost, the City doesn't make any contribution other than for community colleges. The State now provides 100% of the cost. Well, obviously the

Democrats who were in control of the Assembly and come primarily from New York City, and they also realized that a lot of their sons and daughters go to State colleges, not City University, they, we've now got a base of support in the Legislature and in the party that are, well, you know, with Anderson leader in the Senate, well, my god, you know, State University at Binghamton means all to him, it's come a long way. And you never would have gotten, if it hadn't been for Warren Anderson and Hinman, you never would have gotten the State University of Binghamton to become a University Center.

Dr. Hartzell: H-I-N-M-A-N?

Charles Foster: Yeah, he was on our Board, he was also on the Board of Regents and he fought the State University initially, but then he became, then he was Rockefeller's personal lawyer, his family lawyer, and then he dropped off our Board of Trustees and, but, he and Anderson and Rockefeller, they dragged a reluctant Harpur College into becoming a University Center, because Bartle never really wanted to be a University Center, and imagine having an Engineering College there. But it made sense, and they realized the importance of it to that area, just as Stony Brook is important to Long Island. How in the long run are you going to, it would be terrible not to have a major University Center out in the middle of Long Island or in that tremendous community.

Dr. Hartzell: You've got three or four million people on the Island.

Charles Foster: Right.

Dr. Hartzell: Just in the two eastern counties. Well, do you think there is any feeling by Trustees of Stony Brook as a national university rather than a New York State University?

Charles Foster: I doubt that. I mean that's just my guess. I mean I think they want it to become an important national university, but as an important New York State national university. I still think on the whole in New York they are quite parochial politically.

Dr. Hartzell: See, the disciplines, the sciences, the humanities, to social sciences, are organized on a national basis, they annual meetings in different parts of the country so

that the people in physics, or the people in history or the people in English do not think of themselves as belonging to a State sub-division of the discipline.

Charles Foster: Oh, well, I think that's true, and I don't think they should feel differently than that. Because after all your recruiting from a national or international base, that's inevitable, and I would think that the Trustees would recognize that, and I think in a sense they recognize it now in their seeking for a new President, because I am sure that they are going to try to get a person of national stature as far as the Chancellorship is concerned, otherwise, well, I'm sure, because they had that objective when they got Wharton, and of course, they went to a major state university when they recruited him.

Dr. Hartzell: Was it Michigan State?

Charles Foster: Michigan State, yes.

Dr. Hartzell: Michigan State has 18,000 acres.

Charles Foster: Yeah.

Dr. Hartzell: I was trying to get Herb Gordon and Central Administration to take more land than the 480 acres that we started with in '62, and I succeeded I think on the whole in getting some of that done, but every now and then it came back, we're not in the land bank business, which meant that somebody's view stopped ten years down the road instead of fifty.

Charles Foster: Well, that's always been a problem for State University. We, in the development of our Master Plans and the land acquisition program that went with it, we always had a terrible job selling the Budget Office on the necessity of buying land which we felt eventually was going to be needed. Every damn time they would wait and then they would have to pay three or four times as much as they would have if they bought it years before. But that's always been a major problem with the University, now they've got that problem with State University at Albany. They certainly have got that problem down at State University at Binghamton; my god, that campus is

Dr. Hartzell: It's surrounded by the hills.

Charles Foster: Yeah, well, they're just choked in there.

Dr. Hartzell: I think we were lucky to get roughly another 100, but we could have gotten there before the developer.

Charles Foster: Yeah, well, Buffalo has got, they're still going to have a land problem there because I don't know how long they can continue to operate on a divided campus basis, it's awfully hard to do. [telephone ring] Want me to answer it?

Secretary: No, I'll do it. Hello,

Charles Foster: How you feeling?

Secretary: Fine, thank you, I'll see you later.

Charles Foster: Well, we're going over a lot of history, Monica.

Secretary: Well, as I told Karl, I can't really speak about it, of course, but I have all of Mr. Moore's files.

Charles Foster: Well, I told him that one of the things that I thought he ought to do to verify a lot of these things would be, and I thought the best record of what's happened is in the Minutes of the Board.

Secretary: Oh, I don't think so.

Charles Foster: You don't, I think in the early days it was.

Secretary: Well, it could be, they're available, of course, but

Charles Foster: Well, what I'm saying is that the Board all the major vital decisions.

Secretary: Yeah, the major decisions.

Charles Foster: That's what I'm talking about, were made by the Board and would be spelled out in the Minutes.

Secretary: But a lot of the in-between and the nitty-gritty would have to come from people's memories, I would think.

Charles Foster: Well, that's true.

Secretary: The stuff in the Minutes would give you ideas and leads to follow up.

Charles Foster: Well, I think this is something he could use to verify some of

Secretary: People's memories.

Charles Foster: Yeah, as to

Dr. Hartzell: two o'clock?

Secretary: Yeah.

Dr. Hartzell: All right, fine, thank you.

Charles Foster: Well, I don't want to cut you short, what time is it?

Dr. Hartzell: It's ten minutes of twelve.

Charles Foster: Ten minutes to.

Dr. Hartzell: I don't want to tire you out.

Charles Foster: No, no, I'm not tired, I don't mind. I'd be glad to answer any more questions.

Dr. Hartzell: All right. Let's take a look at 14. I had the feeling that in the initial days the initiative for the establishment of Stony Brook came from the Central Office and the Trustees, came from Albany.

Charles Foster: Uh, huh.

Dr. Hartzell: As we got going and got people on the faculty and in the administration with ideas, and especially from the standpoint of the problems, immediate problems on the campus, and how they were to be solved, there was a period when initiative was coming both from Stony Brook and from Central Office, and that the people in Albany were dependent upon us for telling them what was needed, what the problems were, and how we thought they could be solved. And then, more recently, let's say with the Toll era, more of the initiative came from Stony Brook than came from the Central Office. In other words, there's a gradual shift, and that's a hypothesis, I'd be glad to have you comment on it. The framework was certainly established.

Charles Foster: I know, but let me put it this way, I can't really speak for the last ten or fifteen years because I haven't been with the University during that time, but I do know back during prior to that time the real problem was there was a, and with Toll and people in Stony Brook, there was a certain lack of confidence with him.

Dr. Hartzell: With Toll.

Charles Foster: Yeah, not in terms that he wasn't a good person with good ideas, but they weren't related, I think, in a lot of people's minds to some of the practical problems that had to be dealt with in order to accomplish what the objectives were.

Dr. Hartzell: You had problems up here with what he was trying to do.

Charles Foster: Right, right. And there were a lot of problems on a day-to-day administrative basis managing something that was growing that fast, there were just growing pains involved, whether they be water problems, heating problems, taking care of the property problems. You know, those kind of problems and financial control problems, you know. It was a heck of a job for somebody to try to keep operable and under control, as you know there, the business affairs of any enterprise growing that fast, and trying to computerize itself along with it; all of which created a lot of difficulties, not only for Stony Brook but for Central Administration as well because I know that Central Administration, in a sense, without any question, had to divorce itself of the much tighter and more intimate relationship with the campuses than they had at one time. You just can't continue to operate that way.

Dr. Hartzell: You can't set up a second administration at the level of day-to-day operations, you can't do that. You're paying people to handle situations locally. I understand that, what was the view of Pellegrino and the establishment of the Health Sciences Center? You had two very vigorous individuals and they were not really able to work together in tandem, so to speak. I remember I had been on the job in Fall of '62 about one or two months and two men came into the office, one was Malcolm Mueller of *Newsweek*, the other was Lester Evans of the Commonwealth Fund, and they, and one other certain General Param, had been appointed by the Governor and Regents to go into education for the health sciences. And they explained that they were looking for an institution which was growing, rather than one whose administrative structure was in concrete and which would presumably not accept a new growing program such as a comprehensive health sciences center. And so they had come to Stony Brook to look it over, and I got our Graduate Council together and talked to them about what we were

doing. And I'd been a member of the Board of Trustees of St. Luke's Hospital at Cedar Rapids and also on the Board of the School of Nursing in the Guy Singer Center in Pennsylvania. We talked for quite a while and they seemed to think that Stony Brook was going to make it, and the next year the report came out that two comprehensive health sciences centers should be established. The first one to be established at Stony Brook. I don't know whether you remember that or not, but that was the beginning of the thinking about putting Stony Brook, and when the report came out, down on the Island there was competition from one of the hospitals, Meadowbrook Hospital, that the center should be there because they had the hospital already. And Lee Dennison, the County Executive, said we've got the University, put the hospital next to the University. So that was fought back and forth.

Charles Foster: Well,

Dr. Hartzell: Then we got in Pellegrino to take the lead.

Charles Foster: I don't know, I know that a lot of people have made over the years indication, and this came in the sense first that, well, at Buffalo where they said it was very important to have the medical school faculty and the medical school have a relationship with the other people in the University, particularly where you had graduate programs in the sciences. And they made a big to-do about this, and also that it was important to have the hospital facilities, the teaching hospital facilities on campus. Well, that's never been true at Buffalo, the hospital facilities are still primarily, they don't have a teaching hospital really of their own on campus, they were going to take over the Veterans Hospital and do that up there. That was one of the solutions, but it never has taken place. I don't know what the ultimate answer is going to be there. They have a University Hospital downtown and then arrangements with others in that area downtown there for the medical school. But there never were any real close relationships between the science people on the campus at Buffalo and the medical school at any time. And, of course, at Upstate Medical School their relationships are with Syracuse in that

respect, and Downstate the same way. So, you take other medical schools like Cornell, nowhere near the Cornell campus.

Dr. Hartzell: Yeah, well, it's those situations that probably have sparked the other thinking that it would be better if they had closer relations.

Charles Foster: Well, I don't see where there's any proof to that effect, you know.

Dr. Hartzell: You can't prove it unless you have the other situation.

Charles Foster: Yeah, right. And I think that it's, theoretically I think it makes sense. But the only thing that I can say is that it's a strange, medical school faculties tend to be damn independent. And I don't know how, I don't know that this, the ultimate, it's just a personal conclusion, I don't think it makes that much difference.

Dr. Hartzell: I think that there's a tendency among the disciplines for people to stay within their specific field of question-asking and answer-seeking. And how you engineer bringing people together across disciplinary lines, if they don't have the mind that seeks that sort of relationship, is a real problem, it's a real administrative problem.

Charles Foster: You take the University of Rochester with their medical school, they and the University are very close together physically, but there is no real close relationship professionally between the faculty, in the biological sciences in particular, you would think there would be. Or in the fields of psychology, so I, you've got here a situation at Albany medical school, a completely independent type of operating. I don't know how important that is, and I don't know how it's working out at Stony Brook. I think what you say is an objective that you should certainly try to seek to achieve, and it would help, but

Dr. Hartzell: I think we have association among minds, as well as association within a single mind, and simply mathematically you expand the number of times when new ideas can be achieved, if you expand the number of minds that can actually meet orally, not necessarily in the literature. But I think that's really the function of Deans. I was Dean for ten years in smaller institutions, but it was my job to see that the faculty got

together, and I could pick people who ought to talk to each other because they were pretty close to each other's thinking.

Charles Foster: Well, you're right, that's very true. And, of course, this even happens with chairmen of departments to try to get them to get people to talk to each other.

Dr. Hartzell: That's right, yes. Well, right now, the humanities don't have a home. they are in five different locations on the campus.

Charles Foster: Well, that's too bad.

Dr. Hartzell: And they started out by putting two of the sciences closest to the Library

[end of tape 2 - end of interview]