

**GROUP INTERVIEW WITH  
HERBERT B. GORDON,  
DEPUTY TO THE CHANCELLOR FOR GOVERNMENTAL RELATIONS  
JAMES F. LYNG, DEPUTY TO THE CHANCELLOR  
FOR CENTRAL ADMINISTRATIVE SERVICES,  
AND JOHN SLOCUM**

**Dr. Hartzell:** What I am doing is collecting the recollections of people who were key individuals in the development, creation and development of Stony Brook. I am not doing the writing because I have my own writing problem. As you know, or may not know, I came to Stony Brook in '62, the first year that we moved out to Stony Brook campus. I joined the system as Executive Dean in the Albany office on detail to Stony Brook for a year, until they could find a president. It took three years. Tom Hamilton, a week after I got there, Tom Hamilton said he was going to resign as of December 31, and it took Frank Moore 18 months to find Sam Gould. I had been on the Island at the Brookhaven National Laboratory from '47 to '52, then I was out in the middle west at Bucknell and came and joined the system in '62 So, what I am trying to do is see how Stony Brook got started. When did you join the system?

**John Slocum** 1952.

**Dr. Hartzell:** 1952, so you've been there for quite a while. And, let me ask you a couple of questions here that I think are relevant to what would be needed if someone... What was your position?

**John Slocum** I came in as Secretary to the Board of Trustees. When I came in, there was no president .....was acting president. Carlson came in shortly after.

**Dr. Hartzell:** Shortly after, from Chicago?

**John Slocum** No, University of Vermont.

**Dr. Hartzell:** Vermont, I see. How did the idea of starting something on Long Island arise?

**John Slocum** Well, Long Island wasn't the prime consideration. The prime consideration was to start a college which would train science teachers and would also have engineering science. The real impetus, I guess, came from the aftermath of Sputnik, when everybody in this country began to realize how our science teaching was ..... in the school system and it meant that something had to be done in the way of better teaching in the high school. You may remember that at this time, it was in the 50's. You may remember at this time that the private colleges in the State had been contending that they could take care of all possible higher education needs then and forever. So, they were effectively blocking the State University from any kind of expansion beyond the existing system, which then consisted of a group of teachers colleges, plus Harpur which we had inherited, and the contract colleges in kind of a loose ..... Champlain College in Plattsburgh, which was an Air Force base shortly to be closed as the Air Force took over again. So, the Board under Frank Moore's leadership determined that we had to break through and get some new science teaching facility, along with some kind of engineering training. So, the first consideration was the kind of program.

**Dr. Hartzell:** There was no engineering in the system at all at that time?

**John Slocum** At that time, no. So, the determination was to start this ..... institution somewhere in the State, as yet unspecified, which would have these as a major, but the Board made it very clear in their own deliberations that this was just to be the start and the institution would grow beyond that into a full-fledged center, that you now have. I remember distinctly at the Board meeting

when Frank Moore, before he took the vote, went around and polled each member of the Board to make it clear to them that this was to be eventually more than just science teaching and engineering, so that there would be no misconception as to what was planned.

**Dr. Hartzell:** This vote was after Sputnik?

**John Slocum** Yes.

**Dr. Hartzell:** So that would be '56 or '57.

**John Slocum** I would guess, I don't remember the exact year, but it sounds about right. So with that clear understanding the Board unanimously decided on such a program to start in science education and engineering and made the announcement. It was at this point that unsolicited Ward Melville sent a letter to Frank Moore saying he understood the State University was interested in establishing a new college and that he had a considerable amount of land on Long Island, which he thought might be suitable for such an institution, and he would be willing to give this to the University for that purpose.

**Dr. Hartzell:** Did he know Frank Moore then?

**John Slocum** Out of the blue.

**Dr. Hartzell:** Is that right. I wonder how he heard about

**John Slocum** In the press.

**Dr. Hartzell:** In the press, I see.

**John Slocum** Well, Frank sent the letter over to me and said, "Go down and take a look." So, I went down to visit Ward and Bayles, Steve was with me and I don't know who else, maybe Charlie Foster. Anyway, Bayles took us over the whole property, which was then about 400 acres or so. And, we had lunch with Ward at the Three Village Inn, I remember, beautiful day, and talked about it in a general way. The only concern that Ward had then, and always, as I am sure you

remember, was the architectural style. And Ward was hoping, more than hoping, that he wanted to see an architectural style that would harmonious to the whole Three Village Inn development.

**Dr. Hartzell:** Why do you suppose he made the gift?

**John Slocum** I asked him that, and he said, “Well, I am sure that if I don’t do this, it will eventually be sold up into a whole lot of housing developments and you will have a slightly higher level Levittown but nevertheless an influx of federal housing and he was anxious to make Stony Brook a cultural center, as well avoid that kind of development. And, of course, money was not the main object. He was interested to keep the community in harmony with what he had done and, of course, this was why he wanted the architectural style. This was always a sticking point, because while SUNY tried to make adjustments in design, we had to contend, of course, with the State architects and the Bureau of the Budget. Every time we wanted to do something to make it a little nicer, we had a big fight.

**Dr. Hartzell:** Who was the State architect?

**John Slocum** I recall Larson at the time.

**Dr. Hartzell:** Larson?

**John Slocum** I think so. He was sympathetic, but again

**Dr. Hartzell:** What about Otto Tinken.

**John Slocum** No, he was the State University architect.

**Dr. Hartzell:** State University architect.

**John Slocum** Carl Larson was the State architect, and the State architect had, of course, the final say on plans; but beyond that he couldn’t sell the budget. So Carl might approve a plan, but the Budget Office still had to sign off. Al Stevens was basically involved with it; Stevens was, of course, the State University architect. Carl and Stevens were the most directly assigned to this at this point.

There is a sequence here. We had to start checking out the location as to whether it would be a desirable site. I think ..... it seemed to be a obvious population center and one which was not served a State University, just the Nassau Community College. So that this location seemed to be a very good one. At that time one of our Board members was head of the New York Telephone company, can't think of his name.

**Dr. Hartzell:** McHugh?

**John Slocum** Pete McHugh. Pete had his staff check out the growth projection, because of course they were always doing this for the entire State, and they felt also that this was probably the prime growth area and would be served by a university. So, from that point the Trustees decided to accept the gift, but at the same time, because it would take so long to develop it and we wanted to have a staff in place planning for it, we decided to open a very small operation at Planting Field, which as you know belonged to the State University through a gift to Farmingdale from

**Dr. Hartzell:** The estate of Robertson Coe had given Planting Fields in '55 or '56.

**John Slocum** I don't remember, before that, I think. Farmingdale Institute had been working on that for many years before that and then eventually Coe gave the entire estate over in some kind of arrangement.

**Herb Gordon** Good morning.

**Dr. Hartzell:** Good morning. Nice to see you. I'm beginning with earliest view.

**John Slocum** We're at pre-land act.

**Herb Gordon** Why don't you fellows go ahead.

**Dr. Hartzell:** Will you give us another ten minutes.

**Herb Gordon** Take as much time as you want.

**Dr. Hartzell:** All right.

**John Slocum** So the decision was then at a Board meeting

**Herb Gordon** One of my colleagues is out today, why don't you use her office for a little while, that will give me a chance to return a few phone calls before the others get here, if you don't mind.

**John Slocum** All right, we opened temporarily at the Coe Estate with Len Olson as the Chief Administrative Officer.

**Dr. Hartzell:** What was his relation to Carlson?

**John Slocum** He was Assistant Dean for 4-Year Colleges, at that time we had a setup of four so-called Executive Deans: one for medical education, one for community colleges and 2-year education, one for super education, and one for the rest which would be 4-year colleges, Harpur, Maritime, etc. They didn't want to put it under the teacher education rubric because of things developed included science education; and so it was put under the jurisdiction of Reuben Freuden, Reuben Freuden was then Executive Dean for 4-year colleges. His assistant was Leonard Olson. Ever since the Board decided on starting a program of this sort, Olson had been working on ideas for curriculum and so forth. So, when it was decided to move ahead temporarily and start at Coe Estate, Len Olson was moved into the Acting Directorship, as I recall at that time Chief Administrative Officer

**Dr. Hartzell:** Down there they just call it Dean.

**John Slocum** He was at that time under Freuden's jurisdiction until Freuden left. At some point, I don't remember exactly when, Harry Porter came in and then Olson reported to Porter. By then the administrative structure had changed somewhat and I then had become Chief Administrative Vice President or whatever it was called and Porter was on the opposite side of the academics, so then became

the academic program under Harry Porter. Olson had two jobs: one to direct the planning of the total program, and secondly to administer the operation down there. He then started an intensive, this was before Porter's day, Olson and I basically started an intensive look at engineering programs around the country to try to get an idea of (a) what was needed, (b) what was wrong with the program. And we visited Charlie Foster was involved ..... we visited engineering schools and the Bell Lab. And the consensus was that most engineering programs as they were then taught, undergraduate, were not adequate for the changing state of the art of technology. A lot of the people in corporations like Bell hired up to the Ph. D., told that they would hire electronic engineer Ph. D.'s and then spend a year retraining them, bring them up to date. And the consensus seemed to be that what was needed was a good solid engineering ..... from which they could then go and specialize, that engineering had been too fragmented

**Dr. Hartzell:** Too closely applied to the hardware.

**John Slocum** Exactly, that was thing. So we then directed the planners to look towards engineering science.

**Dr. Hartzell:** Did it work with GE at all?

**John Slocum** I think the most helpful people were probably Bell Labs, who were one of the big innovators at the time and one of the big employers and who were ..... in pure research and ..... Cornell. There was a certain amount of obvious jealousy ..... One of the reasons we were able to attract some good people out there was that this was a chance to try ..... About this time, after that, I got out of the academic side, beyond that, back to the other aspect. We got the firm of Voorhees, Walker to come in and do the general plan of the building, some of the building.

**Dr. Hartzell:** How did they come in, because I've heard that there was a prior firm?

**John Slocum** There was an unfortunate

**Herb Gordon** Any time you want to come in, it's up to you guys. I've got Jim Lyng in there.

**John Slocum** Okay, want to go in now? Okay, once the gift had been accepted from Ward Melville, then the next step, of course, was to develop a site plan, and here some misunderstanding arose. .... was the State University architect and he asked Loring Hutchins to develop an overall site plane. Loring Hutchins had done the site plan and the design for the buildings at Harpur College, it was then called, in Binghamton. The stipulation was that this was to be a site plan and there is some controversy as to whether anything else was implied or promised. The contract did not, but Loring Hutchins felt that they were going to be given some of the building; and it's true that ..... you develop a site plan then you build it, as they had done at Harpur. However, the Board had been unhappy with the length of time that it had taken to develop the college at Binghamton and also under Frank Moore's urging, and with the blessing of Governor Harriman and his special coordinator -- I don't know what you call him - - Colonel Bill, remember Colonel Bill. Frank got a commitment from all of these that this was to be a fast operation and cut off a couple of years from what the State usually took to build. It was felt also that Loring Hutchins did not have the size shop to do this kind of an undertaking that fast, that big, and at this point, again, Pete McHugh mentioned the firm of Voorhees Walker, who had done a lot of work for the telephone company, and it was a big firm. So, I got in touch with Voorhees Walker, and ..... directly under Frank Voorhees direction and, of course, Frank, at that time, because of the fact that there had been frequent steps in the



presidency and times ..... and because also you remember the Board of Trustees started the university with no chancellor, with no president, so the Board for a long time was a much stronger Board than you have in the usual university set up and the presidents, right down through Hamilton until Gould, had a difficult time in asserting their prerogatives of office *vis a vis* the Board. It was a very, very strong Board, and Frank was the chairman for all this time until Gould. So, having talked with Voorhees Walker, we then decided to engage them to do the original building, the first building that was to be put on the site. And it was at this time that Loring Hutchins claimed that they had been, I guess, pushed aside; and they, however, since there was nothing in the contract about this, they brought an action to the American Architectural Institute claiming that Voorhees Walker had unethically solicited the job while the contract was in the hands of another architect. And there was a hearing by the American Architectural Institute; they were both brought before it; and I, of course, participated since I had been the primary liaison between the Board and the architect, etc. I testified that Voorhees Walker had never solicited the job, that we had approached them; but to no avail, since they were given a slap on the wrist, Voorhees Walker without benefit of membership. I would say that Loring Hutchins were not too happy that the action was taken; one of the senior partners in that firm whose nose was considerably out of joint, and I think with Otto Teegan's blessing, had insisted that the action be brought forward. It all was unfortunate. The other partners of Loring Hutchins were very contrite about it ..... it was fairly amicable; but one of the partners who felt very strongly about this insisted that the action go forward. After that, then the main problem was in the design of the building. And, Ward Melville, as you know, wanted to have the colonial Williamsburg look, or at least Dartmouth College.

**Dr. Hartzell:** Federal or Georgian.

**John Slocum** Yeah, and we got some concessions. I guess the closest building that Ward liked was what was then the central Library, the one with the big windows, the first building that was built there.

**Dr. Hartzell:** That's the library, but when I came in '62, we had 3 buildings. We had the Humanities Building, we had the Chemistry Building closest to the Library and we had the first group of dormitories.

**John Slocum** It was the Library building that was

**Dr. Hartzell:** The Library building was being built but we couldn't move into it until the next year.

**John Slocum** Well, the Budget Office did allow a few frills on the Library building, but not much of anything else. I think they gave us a copper roof finally, a few things, I understand they just named the Library building for Ward, is that right?

**Dr. Hartzell:** No, the building that was built all the way around the Library, when we were growing and the mandate had been changed to a university center

**John Slocum** I haven't seen that building.

**Dr. Hartzell:** That was named for Ward's father, Frank Melville. We just named the Social and Behavioral Sciences Building for Ward Melville.

**John Slocum** Just to wrap it up, Voorhees Walker did the first round and then by then I was not involved in that administration, and I think they got another architect for the other, maybe Voorhees Walker helped in round two, I don't know.

**Dr. Hartzell:** I think Damaz, Pokorny and Wegel were given the Student Union and then, actually, later, asked to supervise the whole campus, but there were other architects that they had not brought in who had different buildings.

**John Slocum** Well, the result was I think nobody was happy. Ward wasn't happy, our architects weren't happy ..... so it was a compromise without satisfying anyone very much. But, I think Ward, the last time I talked to him, felt somewhat

**Dr. Hartzell:** Yes, I think he understood that the concept of a small liberal arts college had been superseded and that probably for the interests of the State as a whole that was all to the good.

**John Slocum** Well, we never pretended it was going to be a small liberal arts college. And, as you know, when I told you about the first Trustees meeting, it was always intended, from the time the resolution was voted, that eventually it was supposed to be a university center with complete programs because we were aware they soon to be needed.

**Herb Gordon** This has resurfaced periodically for as long as I can remember, and it usually came up .....with the problem of sewers, and it seemed like a very mundane kind of things, really constrained the university's ability to capacity to expand, and periodically I would be challenged by the community on a violation of a trust that we were to be a 500 FTE campus and that we had violated this understanding by expansion and by creating problems for the community, particularly in terms of sewage. So, the issue of some sort of understanding that came up periodically for years afterward.

**Jim Lyng** Years later, four or five years ago it was still coming up ..... with that particular project it came up and violently.

**Dr. Hartzell:** Just a second, the first speaker was John Slocum and the second was Herb Gordon and the third Jim Lyng. Herb what was your position?

**Herb Gordon** Starting in '64 I was involved in land acquisition; I came on board actually as Land Acquisition Attorney; and after about three months Larry

Murray called me in and said they had been looking for a Director of University Land Acquisitions, and in only the way that Larry could do [end of tape, break in recording] and if I didn't succeed, he would fire me. Those were the conditions under which I came to the University. The land acquisition for Stony Brook was not the same problem we had throughout the State. Even though we did acquire some property by eminent domain, most of it was a gift, parceled out, obviously, in relationship to Mr. Melville's tax situation, and we dealt with a man I got to enjoy very much. I can't say I knew him all that well, but his tax advisor, perhaps his lawyer, the name escapes me at the moment.

**Dr. Hartzell:** Bayles Minuse?

**Herb Gordon** Bayles Minuse who I found a very delightful person to deal with. The biggest problem we had is that his lawyers and accountants weren't able to compute the amount of land he wanted to give us until about December of each year, and then we had a hell of a time trying to get the Real Property Bureau and the other wheels of state government grinding fast enough to get the transaction completed before December 31st, so he could have the benefit of the tax deduction; but he would give us an amount, generally between 30 and 50 acres. Am I right, Jim? Each year depending on the valuation of the property and his current tax situation.

**Dr. Hartzell:** Still within the basic 480 acres of something of that kind?

**Herb Gordon** I think we were going beyond.

**Jim Lyng** We did acquire part of the golf course and other land.

**Dr. Hartzell:** But we bought that.

**Herb Gordon** We bought some land, I don't recall that we were able to settle anything, I don't recall going to court.

**Jim Lyng** We had a court case with Levitt, because Levitt had purchased a big tract below the university.

**Herb Gordon** We took that Levitt land.

**Jim Lyng** And he was going to develop.

**John Slocum** Of course goes back to what I said, why Ward wanted to give land to prevent this kind of development.

**Herb Gordon** That was the other problem as well, maybe I'm getting ahead of the story here but there was always a concern about housing, off-campus housing, and the inability to develop any kind of multiple dwellings off-campus and that's in keeping with the concern in the community about changing the character of the community, which is why there was so much concern about the growth of the institution itself. I recall one, you mention the planning, I recall one incident that caused considerable pain here in Albany, the architect, and I can't recall the firm, I think it was the firm doing the master planning, put together a marvelous model of the proposed construction and expansion of the University and in the process of developing that model had the campus expanding onto what was a recently developed residential area. And the model was placed prominently in the Administration Building and it wasn't long before some of the owners of that property walked through and discovered that their houses were, according to this model, were slated to be acquired for expansion -- the Longhill subdivision. But the fact of the matter was that that was never authorized and there was no authority to acquire that land and we never did acquire it. But it was a hell of a fight. I don't know to what extent you want to get into this or have gotten into this, but this was sort of symptom of the ongoing conflict between the Office of Facilities, Steve and Larry on one side, and the Construction Fund with Tony Adonolfi on the other side; and, if I could just editorialize a bit, I think it's just rather remarkable that all

these wonderful things really did happen at a time of extraordinary tension and conflict and confrontation, and I really attribute it in part to the unique personalities of some very interesting people. I think Tony Adinolfi was our adversary in a sense, he was a remarkable person.

**Dr. Hartzell:** In what sense was he your adversary?

**Herb Gordon** Well, the adversary, not mine directly, but in a sense that they were determining without consultation that the university felt important decisions regarding the architecture and planning of the various campuses and so they were in a confrontational mode with Steve and Larry on a daily basis; and yet, despite that, they did achieve some remarkable things, and I think Larry, Steve and Adinolfi, each in his own way, were in large measure responsible for the development of the University and the development of Stony Brook, made a major contribution, ..... acknowledged problem that existed until Oscar Lanford came here, was brought in really to resolve that. Of course, Tony had died, Larry was forced out, Steve remained and Oscar came here and wore both hats -- the Construction Fund hat and the Facilities hat -- in an effort to resolve what had been a long-standing problem in the whole capitol area and which could affect and perhaps slow down to some extent, I can't verify that, but it would have to affect to some extent the progress of construction on Stony Brook and every place else in the State.

**Jim Lyng** The planning function ..... by the Construction Fund and ..... to plan and develop not only Stony Brook but Buffalo, Cortland, all the other campuses, and they were a big organization, they were on a roll, they were roaring down the highway planning and developing, things like the example Herb gave of the Longhill development. They would plan ahead of the Trustees authorization. It was only the Trustees ..... who had the authority

to say yes we will build here, we will expand here, but they would tend to advance ahead of the Trustees and that caused some problems.

**Herb Gordon** ..... in a negative light, I must say that there was a term you hear often, 'creative tensions,' and there were a lot of creative people here and all that tension made it a very exciting, for me, those years from '64 to '71, '72, I think were the most exciting ones I've had in the State University despite all of that conflict and tension.

**Jim Lyng** So, it was the creation of this Construction Fund that brought about Hamilton's resignation.

**Dr. Hartzell:** How so?

**Jim Lyng** ..... he read it in the newspapers and he wasn't, didn't have any ..... control ..... an impossible administrative situation and the fact these people were all people of good will made it work. One of Rocky's great ideas, to create these funds to expedite and cut out all the red tape.

**Dr. Hartzell:** I have the impression that there was very little input initially from the local campus, that most of the planning was done without our involvement.

**Herb Gordon** The campus was caught in a terrible bind, I think John can probably speak to this better than anyone. The campus was caught in an awful bind; if you antagonize ..... you had .....what you wanted, if you antagonized the Fund, they would simply do what they wanted and there was no place to really run for protection because, except for Steve and Larry, the Fund did have all this authority because they were indeed a public benefit corporation and the rest of the University was hamstrung with the state finance law, the Controllers Office and all the procedures and processes that, thank god, we escaped through the flexibilities bill a couple of years ago, escaped in part. So they had

little things they could do that we couldn't do. In addition, Adinolfi had developed a strong working relationship with Al Marshall.

**Dr. Hartzell:** Who is Al Marshall?

**Herb Gordon** Al Marshall was the Governor's secretary so that put him a very strong position. Had Tony lived the situation may have changed, may have been very different. I think his intent was to, I have no doubt his intent was to, eventually eliminate the Office of Facilities and beyond that I think he had the ambition to take over all of the construction activities in the State of New York, the dormitories, the mental hygiene facilities. I am quite sure, because even though I was on the other side of the fence, I had conversed with him on a number of occasions and it was clear that that's the route he was taking. A very interesting theory. But it was administratively unmanageable to have these side-by-side organizations reporting, one independent, the other reporting to the Board, the Board responsibilities for the facilities and no authority to direct the construction program.

**Dr. Hartzell:** One small incident, I remember talking to Bayles Minuse about land acquisition because I had just come back from a conference at Michigan State and learned that Michigan State had 18,000 acres to work with, of course, it was the agricultural and technical institution initially aside from Ann Arbor. And I also knew that Johns Hopkins had about 70 acres in the middle of Baltimore. And it seemed to me that we ought to get as much land as we could initially. Looking down the road, and this was at the time when they were talking an institution of 20,000 or perhaps as high as 28,000. So, I called you and told you that Bayles had suggested that we get the 150 acres on the east side of Nicolls Road before some developer got it; the hospital is there now, and I think you went ahead with that.

**Herb Gordon** Yes, we did.



**Dr. Hartzell:** But you also told me at one point that you were having difficulty with the Board of Trustees, somebody on the Board said, “well, we’re not in the land bank business.”

**Herb Gordon** I don’t recollect that, but I recollect something related to that that I hadn’t thought about in many years, and you may have been very much involved with, Karl. I recall a paper called the ‘Golden Triangle,’ I think it was entitled and it was a proposal to acquire about half of Long Island that John sent up here.

**Dr. Hartzell:** John Toll?

**Herb Gordon** Do you remember that at all? Johnny would have acquired about the eastern end of Long Island, I think.

**Dr. Hartzell:** The research triangle down in North Carolina has a lot of land.

**Herb Gordon** In retrospect it certainly had a lot of merit and right now we are talking about incubators and a lot of the things we should have done some years ago. So we did acquire that land on the other side of Nicolls Road and that’s where the golf course was located.

**Dr. Hartzell:** No, just south of the golf course.

**Jim Lyng** A fellow Kirby or somebody, he developed there, had built a few houses.

**Herb Gordon** Yes, because one of the houses we used for one of our Nobel laureates.

**Dr. Hartzell:** Frank Yang.

**Herb Gordon** Yes, it worked out conveniently. We couldn’t provide housing for faculty and here we had a ready-made solution.

**Jim Lyng** This was the ..... farm?

**Herb Gordon** That was an interesting acquisition.

**Dr. Hartzell:** I'd like to hear more about that because one of the first times I met Ward Melville, and I think this was in the fall of '62, was at a luncheon at Dan Fuller's -- he was then Mayor of Old Field. Ward Melville and Peter Snyder, his counsel from Pelletreau and Pelletreau, Dan and I were there. They had just introduced a barge into the Pond and this man who owned the Pond, Dickman -- was president of a sand and gravel company -- he proposed to dredge the pond and sell the gravel and make a marina out of it and build some housing around the edge of the marina. And the Village was just up in arms. They came to the University, what could the University do to help them out, to keep the Pond as it was? I talked, I think, to Harry Porter about it. And at that time Porter called the heads of the four university centers together periodically. I knew that Stony Brook was slated to have the Marine Sciences, Buffalo ....., and I indicated that here was a good possibility for a research facility if they would acquire it. That's all I know about it.

**Herb Gordon** Jim came up with a very creative solution that saved us a lot of money.

**Dr. Hartzell:** Let me see if I've got this straight. Instead of the University having to pay entirely for it, the Department of Environmental Conservation bought 51%?

**Jim Lyng** They had bond money.

**Herb Gordon** They had bond money, we didn't have any money.

**Jim Lyng** They filed an appropriation ..... ; they acquired it. And we the same day filed a permanent easement ban, so we had use of the whole thing. They filed a map ..... subject to our rights and our easement and we filed a permanent easement map, which was an identical map.

**Dr. Hartzell:** Did we have to pay anything at all?

**Herb Gordon** They had the bond money sitting around and we didn't have any bucks so.

**Jim Lyng** They paid for it and we got the use of it.

**Herb Gordon** We got the permanent use of it.

**Jim Lyng** Then we did have to come back and ..... some land on the west side, private property there.

**Herb Gordon** There was some problem with access too, people had to get access, there was a road problem.

**Jim Lyng** Then we acquired those properties to prevent those people from building on their land.

**Herb Gordon** So we provide an easement for people for egress.

**Jim Lyng** I think we finally eliminated it.

**Herb Gordon** Did we?

**Jim Lyng** Yeah, I think we eliminated that egress. ....it was ..... estate ..... and he had some yacht in there, which today would probably be worth several million dollars or so, and we acquired them back in those days they had a value around \$30,00 apiece.

**Herb Gordon** We were picking up land which is now close to the center of the campus for about \$6,500 an acre back in those days.

**John Slocum** Didn't we get a gift from Melville, I think, or maybe someone else that was supposed to be forever wild? I recall some concern about trees and we said that

**Jim Lyng** Every time we took a tree down, Ward or Bayles would be on our necks.

**Herb Gordon** I never met Ward Melville, I'm sorry to say.

**John Slocum** A very interesting gentleman.

**Jim Lyng** ..... his story about how to ..... I sat through New Year's Eve with Ward Melville because they would decide to give a gift the last day of December and Ward would have his attorneys and then ..... and we'd have the closing.

**Herb Gordon** You had to file a map?

**Jim Lyng** I don't remember, we might have helped, but he gave us deeds and New Year's Eve we had to ..... six lawyers he'd have there .....

**John Slocum** We were back on Flax Pond ..... it really started before that. One of the first visits I made down there Ward introduced me to a man, I think his name was Lorst, I don't remember for sure. He was a respected marine biologist.

**Dr. Hartzell:** It was Bob Murphy.

**John Slocum** Murphy, and I remember he had an old beat diesel Mercedes, and a big tall chap, and he drove me down to the Pond and at that time the plans were brewing to develop a sand and gravel and all that, so he was very anxious that this not happen. We all felt that marine biology would be a natural for this location, so that we had put that on the back of our minds, and I hadn't made the final solution.

**Jim Lyng** They had litigation too about the development.

**John Slocum** It was a beautiful spot

**Herb Gordon** Didn't they build a piece of it that Environmental Conservation built something on a piece of it.

**Jim Lyng** No, they built that on our main campus.

**Herb Gordon** Did they.

**Jim Lyng** They built a building. Larry Murray told ..... that they could build a building on our campus ..... Years later after Larry left somebody raised the question what's that building doing out in Stony Brook campus. We researched all our files; we never found a single piece of paper other than a note that Larry wrote. There were never any formal documents. Have you interviewed Larry Murray yet?

**Dr. Hartzell:** Yes, I've got about, I've interviewed Steve partly but at the time I wasn't as familiar with this kind of equipment and I had another one, so that I've only got part of the interview with Steve; I'm going to see him at 4 o'clock.

**Jim Lyng** Steve probably has tremendous amount of information and recollection of the early planning and development.

**John Slocum** One thing that occurred to me as you were talking I should correct about the area site plan controversy. Loring Hutchins had contracted with a landscape firm, Krock and Rapalano, they were the ones that were concerned. They completed a site plan under contract from Loring Hutchins.

**Herb Gordon** They were Ward's preferred architects, he would have liked them.

**John Slocum** Loring Hutchins?

**Herb Gordon** No, Krock and Rapalano.

**John Slocum** They were basically landscapers, Loring Hutchins did the building. Ward liked the buildings at Harpur with their little pseudo ..... , little white trim.

**Herb Gordon** Keep this off the record. [end of tape 1]

**Dr. Hartzell:** Who in the Construction Fund can give its picture.

**Herb Gordon** John Grovener, Jim Litinsky.

**Jim Lyng** Those are all gone.

**Herb Gordon** You know where they are, they're all up in Saratoga Associates.

**Jim Lyng** John Grovener is over at RPI.

**Herb Gordon** Is he?

**Jim Lyng** Yeah.

**Dr. Hartzell:** Was he in Adinolfi's office?

**Herb Gordon** Yeah. What's the fellow with the little beard, he was the number 2 guy there for a while, I see him around.

**Jim Lyng** Grover Tarbocks.

**Herb Gordon** Grover Tarbocks is the person, and then there was another guy who was a real politician, uh.

**Jim Lyng** He's in Washington, I know the guy you mean, red-headed guy.

**Herb Gordon** Balding, red-headed guy. Steve will remember those years, Steve will remember them all. I mean they will give you a different perspective, of course, they were with the Fund. I think it's worth getting. You come into 194 Washington Avenue on a Saturday and it was like Tuesday, any week day, people were just so enthusiastic about their work. We worked, Jim and I, everyone worked these crazy hours and then we would all go over to the Larkin, you know, at 7 or 8 o'clock at night. We were a lot younger then and stay there till 10 and the next morning we were in at work at 8 o'clock and it was a very, very exciting era. I mean that period of growth, I don't think there is another system in the world that went through anything like that and Stony Brook was a major part of that activity.

**Dr. Hartzell:** Governor Rockefeller was the one that created the Construction Fund, is that right? And so they knew that they had him behind them.

**Herb Gordon** Well, for that reason or the Adinolfi-Marshall; my own view, but I would defer to others on this, my own view is that the Adinolfi-Marshall connection was a very critical one. I think they were neighbors, as a matter of fact.

**Jim Lyng** Yes, they were.

**Herb Gordon** And Al Marshall was obviously Rocky's right hand person and Adinolfi -- Adinolfi was a very strong individual as well -- and they were friends so that gave Adinolfi access directly to the Governor's office, certainly to the Governor's office, and perhaps to the Governor himself.

**Jim Lyng** Adinolfi was a brilliant, charismatic. Do you know Tony Adinolfi at all?

**Herb Gordon** He had really great leadership qualities, his staff would kill for him.

**Jim Lyng** His staff would work 24 hours just to meet a deadline.

**Herb Gordon** No question about it.

**Jim Lyng** He was that type of individual, he had that type of personality.

**Herb Gordon** But he had a streak of ruthlessness in him too, and he just ran over people who were in his way.

**John Slocum** In the early days it was Bill Ronan who Secretary to the Governor and Al hadn't yet become Secretary. During this time it Bill Ronan who was speaking to Rocky.

**Dr. Hartzell:** I am interested that you said the concept of a university, comprehensive university went back to the time when, even before the decision to use the Coe Estate, because that didn't appear in the publicity on the Island for a number of years afterwards.

**John Slocum** This is because, as I mentioned, there was strong opposition to State University expansion from the private colleges, and the Regents had to approve any basic plan. The Board felt that the best chance of breaking through this straightjacket was for this kind of institution because of all the excitement generated by Sputnik, etc. The only thing that we hoped to get authorization for

initially was this kind of an institution, which we then got; and then later when it was obvious couldn't ..... , then the straightjacket was off and we, of course, developed the master plan for development of four centers, including Stony Brook.

**Herb Gordon** Of course, John is getting into another subject that is certainly relevant and that is the role of the Regents and what had been, I guess, an agreement that we would contain expansion of the university for a decade. And what has been, until recent years has begun to change, but I think what has been clearly the Regents role as champion of the independent sector and certainly not fostering growth of the public sector, and the public-private sector controversy.

**John Slocum** A famous phrase in the Regents original approval of SUNY, which was to supplement, its role was to supplement and not supplant the private sector. And I heard that in the Board of Trustees more times than I can imagine.

**Herb Gordon** That's all changed in recent years, but that was a factor.

**John Slocum** And Stony Brook was the first thing that really began to break through. Because you got to remember a lot of our own Trustees were sympathetic to that point of view and didn't believe that SUNY should expand, only develop its existing institutions.

**Dr. Hartzell:** What was the role of the Heald Report in changing the point of view? Who got Heald to make the report?

**John Slocum** I don't recall that, who got him, but the report was of not much significance.

**Herb Gordon** I think that Rockefeller was responsible for putting pressure on the Regents on everyone else to permit the University to expand. He was foursquare behind university expansion.



**John Slocum** Rocky saw this as a political vehicle, so he, after we had passed the first bond issue, it seemed like peanuts, and but was significant, this was under Harriman's administration, it was significant in that it showed the people of the State were behind it, because it was generally predicted we'd lose the bond issue. We won it big and then when Rocky came in, and then with Frank Moore; don't forget Frank was Rocky's boy, and Frank's nominal position was head of the Government Affairs Foundation, which was a Rockefeller, this was after he had become Lieutenant Governor. When he first came to the Board, he was Lieutenant Governor.

**Dr. Hartzell:** Was he Lieutenant Governor under Dewey?

**John Slocum** Yeah, Dewey had appointed him as his man on the Board. But then when Rocky came in, he took the ball and ran with it. But I think it's fair to say that university plans had been pretty well established as to what we were going to do. They needed the catalyst of the Heald Report and it was then that Rocky conceived the brilliant idea of putting in a fund to expedite it. The only problem was that nobody ran clearances for it, so that Tom Hamilton read it .....

**Herb Gordon** It caught fire for a lot of reasons, not necessarily because of its educational value, but economically, the architects, the engineers, the construction industry.

**John Slocum** There were lots of reasons for it, and as you know better than I, there were so many constraints and red tape and offices to go through.

**Jim Lyng** OGS designing buildings and the whole State bureaucracy.

**Herb Gordon** The reason we came into existence was because of the frustration of the Department of Public Works land acquisition procedures, which when we started this unit, we were delayed on virtually every site in terms of construction, Stony Brook not being one of those because of the gifts, but every

place where we had to acquire by eminent domain, we were being held up and because the Department of Public Works had really done an extraordinarily bad job, and they left behind a legacy of some very bad public relations.

**Dr. Hartzell:** I wonder if you could say anything about the transfer of educational leadership from the central office to the local campus, do you remember, for instance, John Toll's coming in and the kind of input he had into the nature of the buildings to be built on the campus? I am interested in how the buildings got built in the order in which they were built and for the purposes which they were to serve.

**Jim Lyng** Steve could comment. Steve is the man.

**Herb Gordon** I could comment on a controversial aspect about it, obviously from a very subjective point of view. John came in and promoted, I guess, the fractured concept for Stony Brook and in a sense took onto himself the authority to move ahead on planning for the campus that was not necessarily consistent with what was going on in Central Administration, and he went the political route. And somewhat akin to our discussion of the support that the overall program had because of what it did economically, it was a very attractive to legislators who were now bringing a lot of good economic activity. And I am not sure that the Central Administration was pleased with a lot of the projects that were ultimately developed on that campus; I think they were rammed down our throats in several cases. I recall a very tense meeting where John had lined up all the Long Island delegation -- Republicans and Democrats -- and Jim Kelly, in the days of Jim Kelly, and they just did an awful job on Jim Kelly, beating him up because we were the whipping boys; they were accusing us of holding up construction on Long Island. And from the Central Administration's perspective, there was a strong feeling that many of the facilities that John was pushing had not been justified in

terms of enrollments and planning, and so forth. Now, I'm sure there is a much different perspective on the campus, but that was an area of much controversy and so while I think that a great deal of authority was delegated to some campus president, I think at Stony Brook in particular, John assumed a great deal of authority and was extraordinarily active in pushing the capital program faster than and beyond the scope of what was the vision of SUNY Central at that time, in my opinion. Once again, Steve is the person that could verify that, but that was the clear impression that I had.

**Jim Lyng** I think it relates to a basic problem which, to my knowledge, hasn't yet been resolved, and that is the role of central administration *vis a vis* the unit heads, and this was always the problem in hiring good unit heads, because you've got a good man, he'd want to run, which ran afoul of the central administration. So, what you tended to do for a while in some institutions is get somebody who was content to take the orders and not push. But the people like Johnny Toll and Evan Collins here, who were strong, would line up the Councils and the local politicians and, as you say, beat on us. And this goes back to the decision, which was not part of the original SUNY system, because the Board decided to establish these local Boards of Trustees; and when they gave the Governor the power to appoint these local Boards of Trustees, you had a political conflict set up there. And most of the unit heads never bothered, they had perfunctory meetings; but guys like Johnny Toll and Evan Collins, they turned on the heat.

**Herb Gordon** That issue, I'm sure you won't be surprised to learn, has never been resolved. The roles of the Council has never been resolved to this very day, and it ebbs and flows as a group and on individual campuses, depending on the extent to which the presidents feel they should or should not involve their Councils. It is a matter of continuing misunderstanding and conflict.

**Jim Lyng** It's a funny thing because I can remember the Board when they were deciding about establishing Councils, and the question came up: who should appoint, the Governor or the Board? And Frank said, "well, I think we should ask the Governor." So I had to go out of the room and call Jim Hagerty, who was Secretary. "Does the Governor want the power to appoint the Councils?" And Jim got back to me and said, "he doesn't care." But the Board decided "well, we'll let the Governor do it." And therein lay

**John Slocum** Which Governor was this?

**Herb Gordon** You may recall, John, that at least initially there was some consultation on those appointments. In recent years, there has been virtually none, and we are sometimes the last to learn that a Council member has been appointed.

**John Slocum** Yeah, we used to suggest and the Governor would accept.

**Herb Gordon** I recall walking into Larry Murray's office one time, he was on the phone with Al Marshall, and just saying that in no way would he accept, he and Al were having a big argument over an appointment the Governor wanted to make, and Larry was beating on the table and saying that never, we'll never appoint her, and they did not, but that would not happen today.

**John Slocum** The end result, you can end up with a situation where the president can be at odds with his or her Council.

**Herb Gordon** It happens.

**John Slocum** And the Council may be at odds with our Board.

**Dr. Hartzell:** My experience was that the Council was a mixed bag, you had some good people and then you had some people who were obviously there because it looked good on their record, who didn't have the slightest notion as to what the university was all about.

**Herb Gordon** Well, we still face the issue every once in a while there's a Council member who thinks their job is to actually administer the university; it drives the president crazy.

**John Slocum** The other problem is that Herb alluded to is the consultation of the SUNY Planning and Development staff with the local people, and that was always tough. Because you know faculty, they like to deliberate forever and Steve and others got very impatient with some of these people; and it was frequently flung at us in those days that we weren't consulting adequately. Some times there were reasons why we had to do certain things, and I guess probably Central Administration wasn't always

**Dr. Hartzell:** Did you get that from Stony Brook?

**John Slocum** Oh yeah. Everybody.

**Herb Gordon** The feeling I had, and I would stress again I think all these kinds of conflicts and controversy and difficulties are really part of this very dynamic process. If there were a stagnant kind of operation, you wouldn't have had that, but there were so many strong people involved, so many strong personalities, that it had to happen. But, the point I wanted to make is I think Steve and Larry were victimized as a result of this from their perspective, and I tend to agree with it; but once again, I was looking at it from the Central Administration perspective. They were indeed very impatient with decision-making on the campus and after a while, I guess, from the campus perspective, they were seen as running roughshod over many of the presidents and making 'academic' decisions, because they weren't getting the responses from the campuses. Stony Brook was not one of those; Stony Brook was the reverse situation, but on many other campuses, never on Stony Brook. But, as a consequence of that, when Sam Gould came in and it came down to the wire on the controversy between Murray, Stevens

and the Fund; I think the support that Larry and Steve thought they had on the campus never materialized and they were left hanging.

**John Slocum** This was a factor of their personality; they tended to want to move ahead quickly and they antagonized people out there.

**Herb Gordon** Larry was a very tough guy and very, very tough talking; he didn't mince words; and I think in the process he probably irritated a lot of presidents and they did not come to his defense when they made an effort to force him out.

**Dr. Hartzell:** Two things: from my own experience, I had every now and then I had a call from the president of the golf course, St. George's, I've forgotten his name now, "would the University be interested in acquiring the land?" And I would go back to you or to somebody, Harry Porter possibly or Larry, and the answer would come always, consistently, "No, we're not ready to acquire the golf course." And the concept of having it there to be acquired, if necessary, seemed to make sense.

**Herb Gordon** It was comfortable, it would always be there, you could always pick it up.

**Jim Lyng** We had it in our forward program. I remember seeing it time and time again, the possibility of acquiring the golf course.

**Dr. Hartzell:** Okay, the other thing: I got several inquiries from Hofstra, from a Judge, I think his name was Hogan, was there any interest on the part of the University to establish a law school. And I had to go back to Albany and the answer consistently came back, "No, we have no desire to establish a law school." Now Hofstra has a law school. Now, let me ask one or two other questions. There is no business school, no school of business, there is no graduate library school.

**Jim Lyng** You mean at Stony Brook.

**Dr. Hartzell:** At Stony Brook, right, no school of architecture, no school of journalism, that sort of thing. What is the concept of Stony Brook as a comprehensive university there on Long Island, where did we go for the overall views that were official?

**John Slocum** Who established the academic programs for that university center and how was it determined?

**Herb Gordon** I got a very limited perspective. I always felt that the capitol program controlled the academic program, rather than the reverse, to tell you the truth.

**John Slocum** The University always did suffer from lack of comprehensive academic programs in planning.

**Dr. Hartzell:** By the University you mean?

**John Slocum** Central, it was tough because everybody wanted everything; and when we first came out with the Master Plan which provided for four centers.

**Dr. Hartzell:** That was in '60, wasn't it?

**John Slocum** I think. This was the first time anybody had said what was going to happen, and of course, anytime another one of these units wanted something more, they'd get an exception to it; but it was never envisioned then in that first plan that every ..... would have everything, they were supposed to have specialties which would reflect their strength -- sciences down at Stony Brook particularly. And, the other teacher colleges were supposed to have some masters program, but not necessarily all, but it was almost impossible to stick to this, at the time I was there, because everybody with their special pleading and using the Councils and so forth. It was very, very tough. It was very tough even to get the decision to abandon the traditional teacher college content, to drop the schools of practice teaching here. So I think this whole structure deserves a lot of

study somewhere, I'm not sure you can probably in this trip, this way academically. The pressures are such that.

**Dr. Hartzell:** Mentioning these other schools that are not present at Stony Brook, I don't mean to indicate that they should be, I think we were fully cognizant of the fact that we couldn't go off in all directions all at once.

**John Slocum** And very quickly as you recall it was decided that a medical school would be appropriate there. But, I think another problem with Stony Brook, just to go back to the main point, is that you remember in its initial years Stony Brook had two acting presidents and one rather disastrous experience, so that this tended to keep control more in the central office because there wasn't the strong, steady leadership down there that you had, I mean you were acting, but presumably not going to stay as that, and Len was acting, and Lee didn't stay, what, two years?

**Dr. Hartzell:** Less than two.

**John Slocum** Less than two. So, that this tended to make the focus for planning up in central office. And then when Johnny Toll came in, he was ready to run. He had a good reputation. Lee was brought in basically because he had a good reputation in the Dean of Engineering. His reputation was good just that he didn't cut it as an administrator.

**Herb Gordon** I think people underestimated John's tenacity myself. They just didn't realize how persistent a person he was. He never quit, never stopped.

**Dr. Hartzell:** I think we've lost some good people partly out of frustration. Pellegrino is, I think now, where he belongs; he is Director of the Kennedy Institute for Ethics at Georgetown; and you know he went to New Haven; then he went to some other place, I think in Memphis; then he became president of Catholic University, and quit there, he told me, because they wanted him to raise money and that was not his function.



**Herb Gordon** I do recall there was then the conflict between, you had the SUNY Central-Stony Brook conflict, within Stony Brook you had the conflict between the hospital and the main campus, that still persists to some extent.

**John Slocum** At every medical school in the country.

**Herb Gordon** And Ed was a very strong person and had his own ideas, so he was in conflict with the central administration, with the Construction Fund, and with John, I think, on a lot of issues. I am sure it would frustrate him.

**Dr. Hartzell:** One reason that the Muir Commission decided on Stony Brook was that they wanted to place the next comprehensive health science center on the campus of a growing institution where the administration was not set in concrete, would not have to fight battles with the administration.

**Jim Lyng** ..... a campus that was set in its ways.

**Dr. Hartzell:** That's what they told me. These fellows came in my office, Muir and Lester Evans, they came in in the Fall of '62, unannounced, and sat down and talked, and I hastily got our Graduate Council together so that they could see the kind of people we had. I had been a Director of a hospital in Cedar Rapids and Director of a school of nursing in Pennsylvania. I had some sympathy for what they were after. Okay, I think, unless you think of anything else that you ought to tell me. I appreciate very much your being willing to come and reminisce.

**John Slocum** It was interesting, it brought back a lot. I got quite an education listening to some of those real old days I didn't have a good appreciation for.

**Herb Gordon** It was good listening to you, Karl.

**John Slocum** Well, you know, I hope we're off the record now. If we were to start today to try to develop a campus like Stony Brook in the way Stony Brook was developed, we couldn't do it in twice the time because the mood of the State has changed, many, many more hoops we'd have to go through, many more things

we'd have to do just to acquire the property, just to get approval to build, environmental questions that we hardly addressed at that time but has to be certainly resolved.

**Herb Gordon** I don't disagree with that, the only thing that hurts me is that CUNY is now embarked on a very major capital program and they have to wait to see how successful they are; they are trying to do to some extent what we did twenty years later.

**John Slocum** You know, one thing I should add, Rocky deservedly gets a lot of credit for SUNY's expansion, but Harriman encouraged it, Colonel Brill

**Dr. Hartzell:** He was his counsel, wasn't he?

**John Slocum** *Par excellence*, Harriman really took the University under his wing and encouraged it and promoted it, so by the time Rocky came he could run with it. But it was Harriman who first was really willing to take the lid off.

**Herb Gordon** The first I've heard that comment, that's very interesting, because everyone sort of starts from the Rockefeller era.

**John Slocum** Because I remember Harriman assigned Brill to be his spokesman on this, to go back and forth between Brill and everybody else. Okay, my great pleasure.

**Dr. Hartzell:** This set of interviews was in the office of Herbert B. Gordon, Deputy to the Chancellor of the State University for Governmental Relations, with Mr. Gordon was James F. Lyng, Deputy to the Chancellor for Central Administration Services, and John Slocum, retired from the Central Office, who was Secretary to the Board of Trustees under Frank Moore. Herb Gordon and Jim Lyng were in land acquisition back in the days when I dealt with them from '62 to '65.

