

**INTERVIEW WITH WARREN RANDALL
ASSISTANT VICE PROVOST, UNDERGRADUATE STUDIES
FORMERLY FINANCIAL SECRETARY, ASSISTANT BUSINESS OFFICER**

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Dr. Hartzell: Interview with Warren Randall. Start in, question number 1.

Warren Randall: All right, name is Warren Randall. Presently I am in the Department of Undergraduate Studies as an Assistant Vice Provost. I came to Stony Brook November 20, 1963, which is the date that should stick in people's minds because it's the day that Kennedy was assassinated.

Dr. Hartzell: Oh, really. How old were you at the time?

Warren Randall: Twenty, now I have to figure out how old I was, 29, I guess, 28. I came here from a position in another state agency, the State Insurance Fund, where I was Senior Personnel Administrator, and I came here, I was interviewed by Maurice Kosstrin and Karl Hartzell, who occupied a little room in the Humanities Building. The reason I came here was that promotion avenues were closed off, and I figured that this was a new institution and one to grow with.

Dr. Hartzell: What was your function initially?

Warren Randall: Came here as Financial Secretary, which is basically an Assistant Business Officer, and under Kosstrin I supervised personnel functions, purchasing. He took care of research; I had the switchboard, we shared physical plant and that type of thing. Now of course there are separate vice presidents for every conceivable function you could mention.

Dr. Hartzell: That's the way things went. Lots of hats were worn by a single individual and lots of functions were performed by a single building to begin with.

Warren Randall: My original office was in the Library before they put the shell up. I occupied the second floor, and I recall that the wing was went from actually John Toll's

office through a whole series of Assistants to the President to the Business Office, which went along the south wall through Purchasing.

Dr. Hartzell: This is the

Warren Randall: The old inner core.

Dr. Hartzell: Old inner core of the present Library.

Warren Randall: They had the nice winding stair to come up to the second floor, and the book check-in was on the first floor. He's no longer with us, but I remember E. J. Cappello was down on the first floor, Myron Doucette, who else was here. Shortly after that we moved out of the Library into the Infirmary, where the Business Office was then located for about five years until we moved to the Administration Building. My initial reaction to the campus was, of course, they had just finished putting up the basic core buildings, which were G and H Quad, they hadn't even started on the Gym then or the Infirmary, but there was the Library, Old Chem, Old Bio, Humanities, Old Physics and that was about it. You came in, they moved the road so many times, I've forgotten where it is, but you made the left turn off Nicolls Road, you came in along a long driveway, which is presently a parking lot. Most of the physical plant was built with a small boiler and the physical plant yard was basically in place. It gave the impression of being a small, little upstate school because this was right after the first rush of construction, but before the second rush of construction came. And of course since I've been at Stony Brook, we've gone from eight buildings to 100 and whatever it is now.

Dr. Hartzell: Yes, we kept school in the middle of a construction site.

Warren Randall: It's an interesting question, having been here for nigh onto 25 years now, the pragmatism of the campus is what sticks out in my mind in terms of the official line, the company policy was let's do what has to be done to get this thing moving, and then we always stood around with egg in our face when everyone second guessed what we did. How come you did that, why didn't you think of this. When you're building, you know, thirty or forty buildings at one time and you are going from, when I came here we had 500 students, a little over 500. Within the first probably six years

Dr. Hartzell: Let's see, when did you come?

Warren Randall: 1963.

Dr. Hartzell: 1963. In 1962 we lost quite a few students because we moved from Oyster Bay out here, we lost some of the local students from Nassau. 1963 I think we had more than 500, I think we had around 700, something like that, but at any rate, it was under a thousand.

Warren Randall: Of course I remember they were still doing some busing. I remember the bus drivers, Tony Olivo, who has since left the campus but I think is still around would probably have some interesting recollections about the bus transportation.

Dr. Hartzell: Biology was still operating on the Oyster Bay campus during 1962-63, I think they moved in 1963.

Warren Randall: Well, the dorms had opened when I got here in 1963, G and H. I understand that before they moved to the Library, part of the Business Office operation was indeed located in some empty bedrooms over in G and H. The thing I remember about 1963, 1964 was the fact that there was enough parking places on campus, and even though you only had to go "across the street," which is now the Gym, for the Library lot, people complained that they wanted to park right next to the building. I remember in the basement of the Library we had the Print Shop, which consisted of a Xerox machine with Andy McDonald, who is probably still around. I remember the stacks, the Library stacks being the equivalent of just the second floor, that's about as far as they went.

Dr. Hartzell: Second floor?

Warren Randall: Of the old Library were the stacks before the collection expanded. Personal point of view the, one thing I found fault with, of course this is in retrospect, was that we were so busy doing things, now this is from the top down when John Toll came, that no one ever sat down to discuss with staff the vision for the future, what is this campus, there was so much doing everyday work that, you know, if you heard that we plan in twenty years to have 15,000 students, 20,000 students, that was all pie-in-the-sky, but no one ever sat down and said this is where we've got to go, this is where our

emphasis has got to be, it was all extremely pragmatic, and occasionally very surprisingly in terms of, oh, we're going in that direction now, fine. We did a lot of, on the same note, there was a lot of building going on, but very little evidence of planning in terms of, and this is not a fault of the campus, this is a fault of the system. We build the building, Construction Fund approves the money, they stick the building up, but it doesn't seem to be integrated with the campus in terms of, here's the building, we have to come back and say we need parking spaces, we need roadways, we need paths, we need this. We put up a building and the first thing we do is rehab it because the purpose changed, ideas changed. So in that respect we emphasized too much the building and too little where does it fit in.

Dr. Hartzell: Communication between the campus and the Construction Fund in Albany and the Central Office in Albany was a problem, was a distinct problem. I don't know whether it still is or not but

Warren Randall: Nobody has a vision for the campus that has been reduced to words that or discussion that people participate in. We're now, this is now 1988, we're undergoing Master Plan for the year 2000. These people are going around, and nobody is quite sure who they are speaking to in terms of who is setting the agenda for the campus, what input is there for the campus.

Dr. Hartzell: What people are they, are they our people?

Warren Randall: Now, these are outside consultants from, all right, the memory starts to go, Perkins, not Perkins, the consulting firm, the name will come to me, Perkins, I think something like that. I have to speak personally that one of the things that happens on this campus is, and this might not be liked but I've seen it, I've suffered from it, I've seen others that suffer, there is a degree of elitism on campus, there is a degree of cronyism on campus, which sometimes detracted from the mission of the campus that people who really didn't deserve to be where they are got where they are for whatever reason, there were many different types of reasons.

Dr. Hartzell: Well, now was this within the faculty, was it in the administration?

Warren Randall: This is, I pass no judgment on the academic mission, I am just talking in terms of the administrative responsibilities that had to be carried out, that you came upon incompetence, their incompetence was repeated and repeated, and they seemed to just survive, whatever their skill or technique was occasionally it worked against the best interest of the campus, and the elitism, I feel, because the campus community consists of academicians who have academic degrees and credentials, and the people who work to make sure that their classrooms are clean, that they have supplies when they need them, there is a tremendous gulf on this campus, more so than I really experienced in other schools that I've been to or that I've visited, and it's unfortunate because we're losing a great deal of individual power by this forced chasm that exists between the "academic community" and the people that serve the academic community. It's unfortunate but part of this was reflected to be perfectly frank from the top down. Until the most recent administration, Jack Marburger's, there was no recognition of an SG employee or an NTP employee *per se*, if an academician received some type of honor, it was well publicized, if someone other than an academician received it, nobody knew about it even though it was within their particular field, profession, something noteworthy. And I think this tone was set way back when and nobody paid attention to it. I don't know if I can fault who, well, assigning fault is not productive, but nobody called attention to the fact that this is a problem that should be addressed. I tried to do it in recent years, and there has been some progress that role on this called Stony Brook Together.

Dr. Hartzell: Right, there's a new man that's been brought in from Chicago, I'm not sure whether it's the University or not, by the name of Rose, he has the title of Vice President for Personnel something.

Warren Randall: No, he's the Director of Personnel for the West Campus as opposed to Alyce Hobb who is Director for the East Campus reporting to Krause who is the Associate Vice President for Human Resources. The campus is trying to deal with the problem, I mean, if you want to go into the question of are we one campus or two

campus, and relive memories of Ed Pellegrino etc., I will be happy to do that but that's one of the other problems that is confronting us to this day, are we one campus with one mission or are we Health Sciences and the rest of the world, that's beyond me.

Dr. Hartzell: Well, it's one of the problems that the Muir Commission recognized and talked to me about when they first came that they didn't want to recommend that a new branch of Health Science Center be built on the campus of an existing strong institution. One reason they picked Stony Brook was that they hoped that the two would grow together, the Stony Brook administration and the Health Sciences administration would have a certain amount of unity and a certain amount of communication back and forth. That was the ideal, that was the goal, it's one reason the report said the first new Health Science Center should be built at Stony Brook; that was the 1963 report of the Muir Commission.

Warren Randall: Well, part of the problem is, for whatever reason, when you put up institutions that are supposed to grow together, even though the same problem you have trying to compare this campus with Buffalo, we are separated by several hundred miles so there are different administrative techniques and procedures within the same broad guidelines that apply. When you have them physically close together, you have personnel policy, for example, which doesn't coincide, you go across the road and you are treated differently then you are on this side of the campus. And because, you know, it could be members of the same family that creates problems. So, instead of having a unified policy that applies both sides of the road, it seems that they are doing everything individually and not the same way "the main campus is doing it," which creates the problem. I mean we went through that, do the rules apply, they have their own procedures manual, but they follow the state procedures manual, and interpretation is different. So, unless you have one person calling the shots saying this is what our policy is going to be, this is what our procedure is going to be, and within that policy and procedure, be my guest, they didn't do that, they went and did their own procedures, we have our own, and it creates problems. But strictly in terms of interpretation. I am sure

when they put up the Veterans Hospital, which is under a different state agency, we'll have a third set of problems.

Dr. Hartzell: Incidentally, where is that going to be?

Warren Randall: That's going to be south of the Health Science Center, I believe, the piece between here and the Christian Science.

Dr. Hartzell: The forty acres down there, yeah, okay.

Warren Randall: And then there is some other stuff that I understand is going to go out towards Pond Path, and then we are now looking for space to put up housing to bring us into the 21st century. I see you are restricting to 1971, uh huh.

Dr. Hartzell: Not necessarily, although the assumption was that the events prior to that time would be more difficult to recover.

Warren Randall: Yeah, this includes, from a personal point of view, a very difficult time, because I had my little run in with the Vice President from Finance and Business that they brought in from the University of Michigan, who probably didn't realize that he was living in New York State, Joe Diana.

Dr. Hartzell: You want to tell me something about that, why did they bring him in and where his functions and so on? I have very little on that; I got a little from John Burness.

Warren Randall: Basically, going back when, as I indicated, the way this place operated, you do what you can with what you have, and we try to sort out everything later. Of course, this is not "good business technique," but you have to get the thing done. You don't sufficient people to do the job so you have one person doing two or three jobs, which also "is not good business practice." Back in the late sixties, let's see it was 1965, I guess, they hired a Vice President for Administration, Wilbur Edel, who was here about a year and half, I think, or two years, I'm not quite sure of the time. When he left here and took another position equivalent or higher with Hunter College, if I remember correctly. That, of course, left Kosstrin and myself back in charge as we were, and we underwent an audit in 1967, which basically covered every transaction that took

place from the time the institution was started, because we didn't have a state audit prior to that.

Dr. Hartzell: It wasn't Charlie Cooper in other words.

Warren Randall: No, that's right, it went all the way back to 1957.

Dr. Hartzell: Conway.

Warren Randall: That's right, Conway, the business officer that preceded Kosstrin and myself were Charlie Cooper, who I understand is at Wagner in Staten Island, and Newt Ginzberg, who is at Maritime, unless he is retired. They left, Kosstrin and I came in, Maurice came here I think in May of 1963, I came in November, something like that. Our staff consisted of basically Vince Ruggi, who was a payroll clerk, Charlie Gullo, who was a purchasing agent; no one functioned in personnel that I can remember. Vince wore two hats, payroll and personnel type function. The physical plant was under Clint White, if I remember correctly; and that was basically it. Charlie Burke handled Research Administration.

Dr. Hartzell: Oh, where does he come in it?

Warren Randall: He was the facilities person, construction and all sorts of things. He wasn't under the Business Officer *per se*, he reported to the President or the Chief Administrative Officer, whatever title was used. Myron Doucette was a special assistant to the President, and that was about it.

Dr. Hartzell: He was for scientific equipment.

Warren Randall: Yeah. And Linda Weaver was the Bursar, functioned in that thing. There was no separation yet of the accounting process that was more or less basically under Purchasing, subject to Kosstrin's signature and my signature. The auditors came in, because we didn't have the staff to maintain the books, we were pretty well raked over the coals. A lot of the stuff we did in terms of advances, things like that, they questioned, there was never any question of dishonesty, a question of poor procedure and suspicion. Edel left, the report came out, they did a national search and came up with Joe Diana. He brought in with him Carl Hanes, who is still here, Joe Hammill and Jerry Gilman. Now,

as I understand it, and this is pure rumor, that Albany is the one who insisted on Diana, they wanted to promote no one from within the system, to come in an clean house. The second thing is that because he was coming from outside the system, he agreed to take Joe Hammill, who was an internal auditor, who had experience at working at the Upstate Medical Center in Syracuse, so he could help him through the ins and outs of the state bureaucracy. Hanes came because Diana worked with Hanes back in the University of Michigan, and Hanes was the chief accounting or something for the research activity out at the University of Michigan. Jerry Gilman, I don't where he came, he lasted here a year, and he said, I can't work here, and he left. This was a way station. The other person that Diana brought with him was Don Butera, who was supposed to function as the Director of Management Information Systems and chief internal auditor, wearing two hats.

Dr. Hartzell: When did Gerstel come in?

Warren Randall: Gerstel was about a year later, and McConkey was about a year later; they were here from the Haskins and Sells audit team that came in after the State Controller finished up. Diana came here in February 1970. My introduction to him was, he walked into the office, he said he was Joe Diana. I was quite forthright in stating what problems we had because they were all well documented. Basically, he turned around and the sole purpose, the initial purpose was to get rid of Kosstrin and myself. Maurice, of course, being in state service for an awfully long time took it for about ten months, then he put his papers and retired; he said, quite frankly he didn't have to put up with this type of nonsense, so he just left, because Diana's treatment of individuals on campus was very unprofessional. Myself, being a career civil servant, refused to knuckle under to the pressure, because through his deputies, he suggested that I might want to look for a job elsewhere, that he knew that there was a position open here, open there, why didn't I look for it. I said I have years of state service, I have been here, you indicated that you were building a new organization and there was a place for me in it, and you seem to have changed the tune. The next thing I know they served me with papers -- 143 charges were

on it, covering everything from my allegedly approving illegal overtime for the Plant to spitting on the Albany. Fortunately, I had maintained my own file of important documents, because one of the things that Mr. Diana did, which of course didn't sit too well with me, was backdate memos. If I sent him a memo saying, x y and z, this should be done or what have you, or there is a problem because the state rule says you should do this and you hadn't done it, and let's correct the situation, he would send me a memo dated a week before my memo directing me to do something as if I am responding improperly to him. Now, all this stuff had date stamped when it came in, when I saw what he was doing, I started to accumulate the files, which served me in good stead when we had to go to a hearing. I was suspended for 15 months, I was on special assignment, worked at home under Gerstel. I was without pay for a month, which was returned to me because the Hearing Officer, after roughly 3,500 pages of testimony of which I have, questioned basically why were the charges brought in the first place. To quote him, he said, "there is not one scintilla of evidence," and it goes on like this. Of course, shortly after I came back, John Toll said, he's not going to appeal the decision, but he couldn't appeal it because the decision was final. Joe Diana, of course, left and went elsewhere. Butera left and went elsewhere; Hammill left and went elsewhere, Gillman left and went elsewhere and

Dr. Hartzell: Do you know where they are now?

Warren Randall: Gillman went, I think, to the University of Oklahoma. Joe Hammill went out to the University of Washington, where he is now I don't know. Butera, after he left here, it took him quite some time, he floated around, I'm not quite sure where he is somewhere else. Joe Diana went from here to the University of Illinois at Urbana and then he went to the MacArthur Foundation in Chicago, which is a nice thing. It's nice to see all those people going up, as it were, and now has since retired and is in private business somewhere. And basically I have survived this; the charges he brought against me ranged from actually grand theft, because at one registration period the Bursar said all these people are coming in with checks, I don't have the change, and I said, let's get the

change, you make change and you don't have to bother with it. And he accused me of making off with \$15,436 in cash. Of course, during the preliminary investigation, a whole series of things went on. There was documentation there showing the redeposit of the money over a period of time as the Bursar used it and what have you. He accused me of making off with somebody's NDSL checks, of converting it to cover these shortages. And it was documented that this person was not entitled to his check, and his check had been sent back to Albany, he never had gotten the money; things like this. There were also a goodly number of charges and specifications dealing with the Stony Brook Foundation, which I had something to do with when it first was organized, but those were withdrawn. Basically, it was an attempt to remove me unfairly, I think; so at great personal expense I defended myself, and I'm back here, came back.

Dr. Hartzell: Did, I've heard that this was an indirect way of getting at John Toll, that he was *persona non grata* in Albany, and I was wondering to what extent you got support from Johnny.

Warren Randall: Absolutely none. John Toll is a very smart, shrewd politician. These charges, and I have it on fairly good authority, people who were there, had it secondhand from people people who were there, that number one, Diana was told, don't pursue these charges, there is nothing there, you are going to make a fool of yourself. He was told this by Alec Pond apparently, Alec Pond's staff of people, he was told this by Haskins themselves, Joe McConkey told them this, and Joe McConkey didn't even work here at the time. Gerstel told him this, Gerstel was here at the time. He insisted on proceeding with it, and there was apparently a meeting in Albany in the Counsel's office, who I think at the time was probably Sandy Levine, but I'm not quite sure who the Counsel was.

Dr. Hartzell: Where is he now.

Warren Randall: Sandy Levine is still up in Albany.

Dr. Hartzell: Still there.

Warren Randall: Yeah. And at this meeting John Toll basically says, if he wants to proceed with it, he washes his hands of it. You know, go ahead and do it, you are on your own hook. People in Albany said, you really want to proceed with this, because his case was basically hearsay and the evidence did not support the allegations. I mean anyone who looked at the record said, gee, Randall may be stupid, but there's no indication of dishonesty here. He proceeded with it. As a matter of fact, the way they tried this speaks for the man, because I was on vacation, I was leaving for Europe the next day on vacation, and they called me in to serve me with the papers. I knew that there was no basis for it, and I made sure that I had my records. Then what they did, what Diana did, which of course irritated me, proceeded to pillory me in the newspapers, where I read that the matter was being brought to the attention of the District Attorney, that there were criminal charges, so on and so forth. So I contacted my attorney, and I insisted that I be interviewed by the District Attorney, who after investigation says there is no basis for criminal charges, which, of course, the University said, well, what else is he going to say. The thing of why they did it that way was if they had waited till I had come back from Europe, the statute of limitations on this particular big thing, this \$15,000 thing would have passed, and they couldn't have brought charges involving that. The hearings started in June of 1971 and ran till February of 1972 or December of 1971 actually, with the decision coming out in February. And as I indicated the Hearing Officer questioned the validity of the charges in the first place, he said, we wonder why these charges were brought. John Toll let these charges be brought because he wanted Diana to be hang himself; he had no use for Mr. Diana or his techniques nor did Alec Pond, as far as I could tell, because letting it all hang out, Joe Diana thought that he was, he should be Alec Pond's boss, and he tried to do a few little things which didn't sit too well both aboveboard and belowboard. At the time

Dr. Hartzell: Excuse me just a second, was, had Gould left, was Gould Chancellor then or was it Ernie Boyer.

Warren Randall: Ernie Boyer was Chancellor. Because where my office was located, I was right next to Butera who was doing functions, functioning as the internal auditor, and these walls being what they are, I had overheard, because I can hear well, the fact that they were investigating Barbara's "dealings in land." Apparently some property involved up in the Neck or what have you.

Dr. Hartzell: Barbara?

Warren Randall: Barbara Pond and they were going to investigate whatever it was, so, I went and told Ron Siegel about it, that, you know, I had overheard this and I think that Alec should be apprised of it, so he was out after every one, as far as I am concerned. Supposedly his marching orders came from Charlie Foster.

Dr. Hartzell: Charlie Foster?

Warren Randall: Yeah, that he was the one that was interested in straightening this, "clearing up this mess," and what's the other guy's name, Charlie Foster's boss, I can't think of his name.

Dr. Hartzell: It wasn't Herb Gordon at that time. Uh, Larry Murray.

Warren Randall: No, no, Larry Murray was a sweetheart, it was somebody in the finance aspect of it who Foster reported to, who was also a newcomer to the system. It will come to me, if I remember I will tell you what it is; but that was basically they wanted to clean up the mess at Stony Brook. Of course, the only reason there was a mess at Stony Brook was they consistently refused to fund sufficient positions to do the job, and they still don't fund positions to do the job, which is the fault of the system itself, not the University system, but the State system. They have great ideas saying let's do this, and they fund it for one year, and all of a sudden there is a new project next year, and what you wanted to do before dies because they don't give you a purse to do it. You can't have it that way. I mean it's like opening up a medical school and then you don't fund any positions to teach in the medical school. Basically as the institution grew, I concentrated more on the on-campus activities and those higher up had the relationships with Albany. I had working relationships with people like Milt Lewis, who was a

business officer up there, Ron Ruf sometimes, Mim Taffe, she was one of the first female executives up in Central office who used to be Ruf's boss, I don't know what happened to her. Ruf is now Vice Chancellor for Budget and Business or some strange title. What else happened, been through a lot of Directors of Plant, they've come and gone. Charlie Wagner went to West Virginia.

Dr. Hartzell: Bob Francis, I talked to both of them.

Warren Randall: Cliff Decker I see you've spoken to.

Dr. Hartzell: Yes, well, I want to get as complete, as well rounded a picture as I can of the institution and the people who made it grow.

Warren Randall: Stan Ross has passed away, he was Liberal Studies. John Mullane should be on your list to speak to.

Dr. Hartzell: I will put him on.

Warren Randall: Ray Maniuszko has been here for quite some time. I can give you some more names, Edith Steinfeld and Bill Godfrey.

Dr. Hartzell: Bill Godfrey, yeah.

Warren Randall: He first came here, aside from his classical background, as the Upward Bound project director, and Edith worked with him.

Dr. Hartzell: Edith who?

Warren Randall: Edith Steinfeld, she is still on campus. She's another twenty year veteran. I don't know if you have any people still from FSA, Anne Hussey who was over in Student Polity and FSA. Some other people around during that time who can give you insight into the '70's is Fran Baselice, who is in private practice as a private accountant.

Dr. Hartzell: Do you know where?

Warren Randall: He's on the south shore somewhere. Liz Scullen is a good one you might want to speak to, she's retired but she's still in the Stony Brook area, probably pop over and see her.

Dr. Hartzell: You wouldn't know where Anne Jensen is, remember her. She was my secretary up to 1965; I'd like to know where she is.

Warren Randall: Another person who's been here a long time, one of our first black employees is Margie Bunn, she's risen from being a clerk for me to the Director of Accounts Payable and Travel. I'll tell you a little story, out of class, of course, tooting my own horn. I shouldn't say that, but I didn't realize until Margie herself had told me about it, that when she first came here, there were several employees who made her life absolutely miserable. They had complained that they didn't want to sit next to her, so on and so forth; and they were going to march in and petition me to either put her elsewhere, or they would resign. So I said I accept your resignation. That was in 1964. Let's see Margie Bunn was a black employee, I think Alvira Vanderpool was a black employee, and that's about all we had in the administration at that time.

Dr. Hartzell: We had one person in charge of janitorial.

Warren Randall: Morrow.

Dr. Hartzell: Yes, where is he?

Warren Randall: He's retired, I think some of his sons still work here, but he's, I think he's still around. Bill Macerlane is still around if you want the Public Safety point of view. Another one that you want to speak to if you're looking for the '70's at some point in time is Bob Cornute, who is Director of Public Safety, and his predecessor Dick Walsh is still around, I think. What I can suggest you might want to do, which will be even more evocative of ideas, is get a couple of groups of these people just to sit around in a big room and just talk back and forth, because one name keys another and things that happened. For example, they built the Gymnasium, which was back in mid-60's, and they came in one Monday morning to find the pool empty. And they couldn't figure out what happened to all the water, because they filled it up again and came in to find the pool empty. And it took quite some investigation to find out that the contractor had not put the ring around the drain, so all the water was going down outside the pipe instead of the way it should go, because they had closed off the pipe, but all the water was going down the side. I'm surprised that the thing didn't just float away. It speaks well for our drainage. Other than that, if you want to key me on questions.

Dr. Hartzell: Well, let's see.

Warren Randall: See, John Toll was a very astute college president. In all things he did he knew exactly what he wanted, and he was smart enough to get what he wanted without being muddied. I mean, he was castigated for being all sorts of people, but for our growth stage, he was probably the right man in the right place at the right time. Many of the decisions that were really his, he did not have to accept responsibility for because of the way he set up his administration. I think Sheldon Ackley took a lot of heat for Johnny Toll in terms of some unpopular decisions and

Dr. Hartzell: Can you be specific, do you happen

Warren Randall: Well, Sheldon Ackley had the reputation on campus, he was the hatchet man, the axe man; he did all of John Toll's dirty work. And for whatever reason, I don't know if you want to call it a Teflon presidency, but Ackley took the heat for things that happened which everyone was quite sure was a Toll decision. Most deputies and assistants don't do things on their own hook, I mean the Poindexters and the Norths of life are really anomalies, they're not the usual way people work. And besides in those days, we were a little more naive in terms of we didn't go for deniability. John Toll set the basic agenda for the institution, and he let his people carry it forward, which is probably the best way to do it. But this institution, the way it developed, is very much a creature of John Toll.

Dr. Hartzell: He had his problems up in Albany getting building and staff and so on.

Warren Randall: Yeah, once Rockefeller left, which we can thank Watergate for, basically we are at the mercy of succeeding administrations, and just in broad general terms my perception is that there is a certain swell of anti-college, anti-intellectual activity that's going around the country, that the "egghead" is suspect, which is unfortunate. So, I mean, to have an institution that's one of the premiere institutions in the country, and not fund it and say we're not giving you any more money or sink or swim with what you've got, instead of being creative saying how can we continue this,

let's bring everyone down to the mediocre level. And unfortunately that seems to be the current administration's point of view. Everything needs a champion, and higher education in this state needs a champion, and it doesn't seem to be in the Governor's office right now.

Dr. Hartzell: Well, if you had to do it over again, you would do it the same way, in other words you would come here.

Warren Randall: Sure, I'd come here, I'd be a little more aware of problems, but basically what you had to do had to be done in the way it was done. If we stopped and waited to dot all the i's and cross all the t's as good practice requires, we'd still be looking at mud on the ground type of thing.

Dr. Hartzell: Did you have anything to do with Steve, Elwin Stevens in architecture in the Construction Fund?

Warren Randall: No, that was mainly EJ and Toll and yourself probably, more than

Dr. Hartzell: EJ?

Warren Randall: Cappello, Cappy. Lou Vinson, that's the other name I couldn't, he's I believe passed away since

Dr. Hartzell: Did he, is that right.

Warren Randall: It's hard to keep track of this. The suggestion I made which is being considered for a number of years, is there should be an alumni chapter for former employees, former faculty. We do it for students, why not do it, keep contact with people. I mean I look at this list of people you've spoken to and some have gone on to bigger and better things, some haven't, some have retired. They might be interested in what's going on on campus and vice versa. I was amazed to learn of Stan Ross's death; and no information was given. You know, I would communicate with him every once in a while, and then I learned that he had passed away. It's the same problem that exists on the campus, there's a fair amount of compartmentalization here, and you don't know that people are ill or people have reached milestones, and you discover too much time after it's happened.

Dr. Hartzell: I think that's a good idea, a very good idea.

Warren Randall: Another one, couple of additional names is Alan Entine, who is still active who

Dr. Hartzell: Is he here?

Warren Randall: Yeah, he's over in Human Resources. You might want to, former people who are still around, Charlie Gullo is still around, Purchasing Agent.

Dr. Hartzell: Do you whereabouts?

Warren Randall: He lives out in Riverhead somewhere; he's probably in the book.

Dr. Hartzell: One of the things that I regret is the death of Dave Price, he was Vice President for Personnel in the Central Office and a very strong supporter of Stony Brook, very strong. He enabled us to get Alfred Kazin, and in order to do that he persuaded the Bureau of the Budget and his own people to create a new class of Distinguished Professor. We had to do that in order to break the salary scale.

Warren Randall: Well, quite frankly a dangerous admission to make, when I first came here, I came as a classified employee, and I was not too happy with the system of having the NTP's and the SG's. Because once again there seemed to be that demarcation of the types.

Dr. Hartzell: NTP?

Warren Randall: Non Teaching Professional, the old U grades as opposed to the SG grades. I could see it with faculty, because faculty were faculty. I could not see it with the business administration types, because running an institution basically is running an institution, that the skills and techniques of an auditor, accountant, personnel clerk would be the same within the state system; however, we grow and learn as we get older. And it's obvious that one of the things that was lacking, which goes back to a point I said before, was the, for political purposes, the continuation of this separation. If the University had a general policy, general statement, a code saying that this is an institution of higher education, the state system, and unique to higher education are certain problems which cannot be resolved by the fact that you're going to have a clerk and a clerk and a

clerk, but you need someone with imagination, someone with additional abilities, that everyone on this campus is part of the same system. I mean I've been to other schools, private and public, where it's the same system; now the clerk is at the bottom of the scale because that's where clerks usually start, and the managers are a little higher up, and that's where they are, and the faculty is here, and sometimes the administrators make more than the faculty, and so and so forth. But it's one system, there's one type of employee, an employee of the university. You can have a lot of different unions and all that sort of stuff, but basically we have the SG classifications

Dr. Hartzell: SG standing for?

Warren Randall: State Grade, it's the old thing. And because of the recognition of various unions, now you have gradations within gradations that the professional accountant, who is doing basically the same work as the account clerk classified, may get different salaries. It's just almost chaos, so if they had, back at the beginning, rather than try to establish differentiation between faculty academic mission, non-faculty support mission, if they had lowered those lines to make it one system, we'd be a lot better off, we'd get better employees for our money. Because now you take an SG and an SG will become an NTP, no vice versa, but they will be treated differently, the benefits package is the same but they're not the same, the salary is the same, but it's not the same. I think that was something that should have been done a long time ago, to clarify that this is an institution of higher education, and the problems to it are unique, which means that the entire staff should be classified under the same parameters.

Dr. Hartzell: Well, that's, I think, due to the fact that you had a state bureaucracy dating way back, and you had no people in the Central Administration who understood why a university is different from the Department of Agriculture, Department of Commerce or the Bureau of Prisons, Audit and Control or all of the other state departments, nobody understood that, and sooner or later I think the difference will be understood, but as long as you have people who have grown up in the New York State system and are not coming in from outside where the understandings are different, I think

you'll have troubles. Take the California system, Berkley is over 100 years old, and out of Berkley have come nine other institutions in the same mold. New York has been, in some instances, leaders in one field or another, but in the case of education, it's again tagging along.

Warren Randall: Of course, the other problem, and it's funny I should be saying this, but too many people on campus don't know how to manage, don't know how to supervise. When they run into problems of management or supervision or the run into employees that are difficult, and there doesn't seem to be, they make the system work against clearing out the deadwood. It's unfortunate, but they'll give bad advice, they'll give improper advice, they will procrastinate, which makes problems for the administrator on campus, and I think the entire personnel system, the way its operating, needs an overhaul. But that's for our interview in another twenty-five years.

Dr. Hartzell: Yeah, well I appreciate your coming in very much, and I will make a point of trying to get some of these other people. I don't know who is going to write this, but right now I have my own writing to do, so it won't be me.

Warren Randall: Is this going back to "Congressional Record" for remarks and extenuation, remarks that we can go in and edit out.

Dr. Hartzell: Edit out, what do you mean?

Warren Randall: Are you going to make a transcription of this?

Dr. Hartzell: Yes, we're going to make a transcription of it.

Warren Randall: I will stand by what I say.

Dr. Hartzell: Look, I'm not doing this, and I don't think Jerry Schubel wants me to do this as a whitewash of the institution. I think the achievements are sufficiently strong to stand; the difficulties are there to be looked at and wondered about, and they were all factors; the place is still in existence and doing reasonably well. In fact, the institutions that started after World War II, this and San Diego are probably the best examples, and it's due to individuals like you and Johnny, Alec.

Warren Randall: Have you, I see you don't have Kosstrin on this, he's still at New Hyde Park.

Dr. Hartzell: I should have him.

Warren Randall: And Wanda Drossel, for that matter, who was also here for quite some time.

Dr. Hartzell: Do you remember the start of the bowling, probably we had started before you came.

Warren Randall: Yeah, is Bob Boikes still around, he was one of the original bowlers?

Dr. Hartzell: I don't know, I don't know.

Warren Randall: And who else was, yeah, a number of people in Purchasing who have also been here quite some time still, Steve Wainio, Mary Wainio is retired recently, she's been here for some time.

Dr. Hartzell: She was quite a bowler.

Warren Randall: He still bowls, Mary Amman is still available, she worked in the Registrar for quite some time. Bob Cyphers I notice you don't have down here who was in Registrar's office. I think he went to Columbia.

Dr. Hartzell: Okay, I don't know how many of these I can get, but I will try. It takes a lot of doing sometime.

Warren Randall: Check with Strockbine, he's maintained contact with people from the Registrar's area way back when. I can't remember, I'll have to look it up, I can't remember where the Registrar's office was when I first came here. People got registered, but I'm not quite sure where they came from.

Dr. Hartzell: I don't remember. See I retired in 1971, Bentley and I retired at the same time because we're the same age to the day.

Warren Randall: A couple of other names, I don't know for whatever it's worth, but Don Ackerman, he may not be ready to speak, he was the one who was accused shortly after I was and found guilty of various deprecations.

Dr. Hartzell: Oh, in Research.

Warren Randall: Mike Denci is another one you might want to speak to, although he might be a little bitter, he's in the area still.

Dr. Hartzell: Who was the Italian over with the Power Plant, his first name was Joe, short, stocky, he bowled.

Warren Randall: No, there are couple of people still in Plant who've been here, Marilyn Zepper over in Human Resources can provide you with a list of the long-term employees, or for that matter probably Ann Forkin's office can give that to you, of the people who have been here for twenty, twenty-five years.

Dr. Hartzell: Yeah, all right, well, thank a lot.