

Arthur Stahnke, Professor of Political Science
Transcript of Interview for the 50th Anniversary History of SIUE Project
Interviewed by Ellen Nore Nordhauser
July 14th, 2006

EN: It's July 14, 2006. This is Ellen Nore-Nordhauser. Today I'm interviewing Professor Arthur Stahnke for the history of SIUE. [Recording stops] Top of the line, so...um, I usually...um...I wrote you questions.

AS: Okay. Okay.

EN: Did you look at the questions again?

AS: No.

EN: Oh, okay.

AS: Well I, I remember that.

EN: This was a very long time ago.

AS: Yeah. Yeah. Yeah.

EN: Well, I said...I asked you why you came to SIUE. And then after you became a notable scholar and teacher, why did you stay here?

AS: Uh, well, I mean we'll forget the notable part, okay? [Chuckles] Uh you know I was one of those people blessed at the time, at the date of my graduation from graduate school. You know? Post Sputnik, all the money going into education so that there were jobs available, even for me.

EN: Uh-hm.

AS: And, uh, I remember vividly when I talked to the faculty member - I did my work, PhD at Iowa. And I talked to the [unintelligible], the man who was responsible for getting us placed and he told me about SIU, you know?

EN: Oh.

AS: Morris was...uh...was the President here and he was big in Republican politics. And he had money to burn and so forth. "And you'll love it there," he said. So anyway I came here in the fall of '63. I did not have my degree. I had a family...uh, two children. And um, I was penniless. And so I came with the intent of staying for two years.

EN: Hm-hmm.

AS: And I did my dissertation, or maybe, I mean it was temporary. It was a short-term operation, let me put it that way. And uh, I...it did take me two years, maybe three years to finish my dissertation. And uh...I almost left once. Uh and I would have gone to a department where I had a friend from graduate school, and he called me and said, "Don't come. We have problems that I don't want you to get..." So that was the closest I ever came to leaving. And then, of course, the market tightened up, so you had the...

EN: Hm-hmm.

AS: This terribly...uh...renowned to move if you weren't entry-level. Uh...but I... I have to say that the the, uh, the attraction...attractiveness of staying here was always a consideration for me too. It was a big fit for me.

EN: Hm-hmm.

AS: Um...And I have to say that the first two years when I was only here temporarily were probably my most, in many ways, my happiest years because we had such great dreams.

EN: Hm-hmm.

AS: I taught for two years at East St. Louis, with an occasional side-trip to Alton. But I was here two years before the new campus opened. And most all of the faculty were forty years of age or young...forty-five or under, I guess I'd put it forty-five. Maybe fifty, but...But everyone came here with the idea, dream of...of...This was going to be the Athens of the West, or the Harvard of the West. And... And uh, we certainly did have...you know, money to spend on expansion, growth, and so forth. And we were young and vigorous, and it was a beautiful campus. And we were near St. Louis. Uh, and of course the dream didn't quite match, wasn't quite matched by reality, ever.

EN: Hm-hmm.

AS: But...but um. Still, it was a really good fit for me, I think. I liked living near metropolitan area. Um, and... academically, the university gave me flexibility. That is to say, I could do just about anything I wanted, you know research-wise. And, uh...I... you know...assuming it resulted in something, it would be rewarded.

EN: Hm-hmm.

AS: When I was Chairman...uh...[unintelligible]... I guess it was when **Barbara Teeters** was Vice-President, but, uh, so I think that may...When was she here, the '80s?

EN: She was here. She came in 1981 and she left in...

AS: Okay.

EN: '87.

AS: I was Chairman two different times. Once in the Seventies, and once in the Eighties. And so when she was Chairman, she set up this program where every, all the Chairs had to go to learn how to be a Chair at some conference. And we broke up into groups and we talked. And we were talking about tenure decisions and stuff. About two or three Chairs were talking about cases where they had denied tenure to faculty members.

EN: Hm-hmm.

AS: And one I remember was a German, foreign languages, uh, chair. And they denied tenure to a German professor who had developed a program for teaching German in all of public schools in some, Cincinnati or Columbus or something.

EN: Uh-huh.

AS: But he hadn't done cutting-edge research, and therefore, in the field. And someone else told the same story about philosophy. Somebody in philosophy was doing multi-discipline, disciplinary work, or something.

EN: Hm-hmm.

AS: And the person wasn't in philosophy, so they didn't give him tenure 'cause he didn't publish the right thing.

EN: Uh-huh.

AS: And I thought to myself, you know, my circumstance at SIU would be quite different because I had published in, in area probably closer to economics. I mean, I'm not an economist. I was interested in political economy...

EN: Uh-huh.

AS:... in communist countries. And uh...you know, no one ever said, "Hey, you know, you gotta do work that is uh...mainstream political science or it isn't worth anything."

EN: Hm-hmm.

AS: Uh, so you know I've always felt, uh, in a way blessed to be here, privileged to be here.

EN: Hm-hmm.

AS: Not that it's a great place. But I think it's a good place. And I think that to be...basically to be down on it in any way, as some of my colleagues have been, would be to say, you know you're stupid. You're in the wrong place. And I don't really feel that way. Never have felt that way.

EN: Hm-hmm.

AS: In all the years I've been here, although there've been problems, I don't think I've ever got up on a Monday morning...

EN: Hm-hmm.

AS:... and "Damn, I've gotta go to work again."

EN: Yeah.

AS: So, one reason I stayed was because I had to. I mean, you know, there was no place to go. Certainly in the 1970s.

EN: Hm-hmm.

AS: Uh, until quite recently. And uh, so that's, that's the shorthand answer to those questions.

EN: Now, where was your... in, in East St. Louis, where was your office?

AS: Well, the university had first of all, the building, the teaching took place in Rock Junior High.

EN: Hm-hmm.

AS: And there was a... a... I don't know how many of them they had, but we, my office was in a house. An old house. On the second floor. And I mean we had a bathroom with a bathtub in it. I remember Elliot Rudwick was in, he was a friend of mine [EN laughs]. He was kind of a character in the Soc department. And one time I had telephoned him and his secretary said, "He's not here." I said, "Well, he told me to call." Turned out he was taking a bath. [Both laughs] 'Cause he lived, basically, in his office. But anyway it was in an old office, on, about a block from Rock. And you know, it wasn't much of a place. I mean, I remember Jim Oz was a long-term member that the history department was...none of my...He's wasn't my office partner, but he I think... He and Rudwick were in an office together. It had the one big bedroom and I was with...I can't remember his name... It was uh... A term appointee in the history department from St. Louis U [intelligible]...There was two of us, my office partner for a little while...And then in 1965, we moved out here.

EN: Now, uh, did you move right into the Peck building?

AS: Yep. Yeah.

EN: And where was your office? And did you have to share an office?

AS: Oh yeah, yeah. I was junior...

EN: Uh-huh.

AS: Of course, I was, you know, still an instructor I think until maybe a year afterwards. And I had, uh, I had an office. I don't remember who my first office partner was, but at one point, I had an office with Mike Lister.

EN: Okay.

AS: And Michael was in the front...it was one of these 10' by 15' rooms that was crowded with all that heavy equipment. And there was room for a little desk and about two chairs. And Michael was in the front half and I was in the back half. It was...

EN: It was like a furnace room or something?

AS: No, it was, the rooms on the...The offices in on the first floor, the inside offices on the first floor...

EN: Hm-hmm.

AS: ... Of Peck. I think they're maybe 15' by 15'...

EN: Uh-huh.

AS: ...At least they used to be. They had...they...they...They purchased for everybody this really heavy equipment.

EN: Oh, okay...Like a typewriter or something...ok.

AS: It had a table. And then there was this big unit that had a telephone outlet that no one used.

EN: Oh, yes. I remember that.

AS: And it was hugely ah, space-consuming. And whole totally inefficient. And I would say that each of us had our own chair and maybe one more chair. And you could take about two people in your half of the office, and that was it.

EN: Uh-huh.

AS: I mean by itself, it's a pretty decent office...

EN: Yeah.

AS: ... if it just had normal equipment. But it was terribly crowded. It was...It was lush.

EN: Uh-huh [EN laughs].

AS: But absolutely inappropriate. I mean and that was the feeling I think we all had of Peck, you know? The slate floors and the walnut handrails. And these offices [AS chuckles] that were just totally inadequate unless you were a full professor and got one of the outside offices.

EN: Hm-hmm.

AS: Uh...I remember now, I had a... I had a...uh...There was a woman from, from uh, from Wash U [Washington University, St. Louis] that was my office partner. I can't remember her name...

EN: Was she a mathematician?

AS: No, she was a political scientist.

EN: Okay.

AS: I mean we, we...We were all social science division or school later. So, it would have been someone from history or...

EN: Uh-huh.

AS: Sociology or anthropology, but she was political science.

EN: That's right. So...

AS: Her name was Dawson, Karen Dawson [phonetic] her name was. Um, her husband taught in the political science department at Wash U.

EN: Hm-hmm.

AS: And uh...

EN: So, in the time of divisions and before there were departments, you were given...you were just randomly assigned an office with someone else in the division?

AS: Well, we didn't...

EN: Is that it?

AS: From my expectation, my recollection is we always had departments. I mean, we had a chairman. Our Chairman was William Goodman. Uh... who was... uh I would guess...he was probably...he was...

EN: William Goodwin?

AS: Goodman.

EN: Okay.

AS: And he...he was...he and Kurt Glouser [phonetic] and Dee Lovell and Dan McCard [phonetic] were born all between 1915 and 1920. So they would have been fifteen to twenty years older than I...

EN: Uh-huh.

AS:... Making them forty-five-ish. And Goodman had published a textbook on political parties. Uh, and uh, he had graduated from the University of Tennessee, I think. And he was somewhat of a recognized academic. And he was chairman. He was the one who hired me. Uh, was chairman when I was hired. And the other chairs were...um...who was chair of History, McCurry...Allan McCurry...

EN: Yeah...

AS: ... was chair of history then. And uh, I don't remember the other...Mel Kazack [phonetic], of course, was chair of geography forever. Uh, but I don't remember who was chair of sociology when I came.

EN: Polly?

AS: Who?

EN: Polly? Someone named Polly?

AS: No.

EN: No?

AS: That doesn't ring a bell. Chesky was in it but he wasn't chair I don't think.

EN: Hm-hmm.

AS: Anyway, but there were chairs. And, but there wasn't...wasn't a dean. And...and I really don't know... you know, I was just wet behind the ears...

EN: Uh-huh.

AS: And I didn't know how much authority the Chairs had. But there was a fight about a personnel matter when I came. And I only heard about it...uh...involving the chair against Erikson, who was the division head...

EN: Hm-hmm.

AS: And my friends mostly were outside of the department, including Erikson, and they didn't like Goodman. And Goodman wanted a fight anyways, so I mean you know, the, the, the merits of the case I know nothing about. But...

EN: Hm-hmm.

AS: ... He was able to make his view or the department's view stick on not retaining a political science professor who was popular in the school, but not in the department.

EN: Oh, I see.

AS: So that would suggest the Dean, the division head didn't have personnel control. I don't know what happened above, above at the, at the academic...

EN: Hm-hmm.

AS: Uh...Vice-President or whatever title it was.

EN: Hm-hmm. So um, now...Kurt Glaser was there when you came also?

AS: Yeah. Yes, he was there. Uh...the people... He was, you know, he was the oldest of those four, I think. And I remember when I came for an interview people kinda warned me not to take him seriously.

EN: Uh-huh.

AS: He was certainly a kind of individual. And uh, unusual for a political scientist, he was very conservative.

EN: Hm-hmm.

AS: He was a sort of a Phyllis Schlafly conservative. Goodman was a conservative, as a Goldwater conservative. So there was quite a conservative, I mean they were, they were... the sort of...of political scientists who were interested in current political events.

EN: Yes.

AS: I mean they were, and uh...Glaser dabbled in politics, I don't think with any kind of success. And Goodman, uh...never did. But, but I mean they were both outspokenly conservative. Glaser was here. Um...Dee Lovell was already...uh... outside of the department working, teaching in it, but he was in general studies administration of some kind or something like that.

EN: Hm-hmm. Who was. Did anyone else come to the department at the time that you came?

AS: When I came, I was one of three. George Mace and Jim Curr were hired the same year I was. And we were supposed, Erik told me, Erikson, Dean Erikson... Bob Erikson told me that we were to be the 'Young Turks.' [EN laughs] There was a kind of generational difference at the very beginning in fact. Because everybody who was hired from my year on was entry-level. And these people...Lovell and so forth, were people who, who were not entry-level. They were, you know they had, they were...uh...probably was eight to ten, twelve years in the, into teaching and came here uh, you know with nothing but a dream at all.

EN: Hm-hmm.

AS: And, I mean, when I came they brought me out to show me the campus and it was already, they were grading and stuff like that...

EN: Hm-hmm.

AS: So, I mean it wasn't just totally, totally in theory or, um. And so, George Mace was in political theory and Jim Kerr was public law. Um...And then after that, we hired quite a few people immediately. We hired a friend of mine who didn't stay very long, Uh...A Lebanese national who was name was Masr, M-A-S-R, who was probably my closest friend in the department while he was here. And we hired a, uh...another fellow named George Meyer, who stayed maybe...He left in the '70s.

EN: Hm-hmm. He went to Ecuador.

AS: Yeah.

EN: I remember meeting him.

AS: Yeah, yeah. I just saw him a year or two ago, actually. We went down and saw him.

EN: Hm-hmm.

AS: Uh, and then we hired in...Then we hired...John Ellsworth came, probably around 1966. Bill Feeney came 1966. Um, and we hired, into the early 1970s, Don McCabe, Carl Toubising [phonetic]...Toubising left and went to work for an association of state governments or something of that sort. Um, we hired...And then somewhat after that we hired Lou Westefield and Dave Schwartz...

EN: Is it Westefield, W-E-S-T...

AS: T-E-field.

EN: Okay.

AS: At about the early 1970s, there was this freeze and even, we had, well we hired...we hired, actually he was hired first by Dean Wiley in the Education school...uh...Nick Masters. Who was probably well known nationally as a political scientist. He was hired by Dean Wiley to help develop, I think, some kind of a graduate program in education. And uh, uh, we...I don't know-how, how much I wanna get into it, but we hired, we we, uh, hired him...we elected him to be chair of our department. And that began a period of probably the greatest turmoil in our department that we had throughout.

EN: Hm-hmm.

AS: Um, and I think that's about all the personnel...I'm trying to remember there's a guy...Seymour Mann was here when I came...

EN: Oh, yes...

AS: Seymour Mann was here and he ran a...

EN: That's with two "N"s, isn't it?

AS: Yeah.

EN: Yes.

AS: Yeah, yeah. He was well known, relatively speaking.

EN: Hm-hmm.

AS: And he was...he...uh...in the department part-time. And he did not get along with...with Goodman. And uh...so there was, there was turmoil in the department. I mean, Seymour was...was...was, uh... half-time or something like that. I don't know how much he taught in fact. But his people in his institute sometimes taught for us and there was a continuing source of, source of friction. Partly of personalities and partly professional orientation. Uh...That is really is pretty much all the personnel that...

EN: Hm-hmm.

AS: I think we've had, at least into the 1980s. Or '90s even. You know, from the time, from the early seventies until mid-'80s at least...um...we didn't, we didn't hire much. In fact, even when we had vacancies, we didn't, we didn't refill 'em.

EN: Uh-huh.

AS: I mean, we had attrition. I think that was probably...

EN: ...everywhere.

AS: Everybody had the same, yeah.

EN: Everyone the same.

AS: Oh, Gene Hsiao I forgot to mention, surely have to mention him.

EN: Now, how do you, how do you spell his name?

AS: H-S-I-A-O. And I was responsible for bringing him here and I'm sure most of my colleagues, uh, thought that that was a gross mistake. And it really did cause problems. He was a really interesting guy.

EN: How did you happen to bring him here?

AS: Well he was well known in the Chinese studies field. Uh, a really brilliant guy, but a troubled person. And uh, um...in those days they just hired, you know they, they hired rather cavalierly. The money was available and I think it was kind of an accident as much as anything. And I mean you know, it'd never be done today with the regularized recruitment procedures...

EN: Uh-huh.

AS: He didn't have a Ph.D. He had a law degree. He had worked in China at, Institute in Chinese Studies at Berkley. Uh, and uh, I mean I know him better than, knew him better than just about anybody. He's one of the most complicated guys I've ever met. Really difficult to work with.

EN: Hm-hmm.

AS: And uh, you know he didn't do the department much good because he was very narrowly focused and there was a culture problem. He was somewhat paranoid. He really, he really was concerned that the CIA was watching him because he had a background with the Chinese nationalists, the Taiwanese CIA.

EN: Hm-hmmn.

AS: Uh...And it was really a tragic case for the department. He was inordinately and you know, once you're paid, well-paid, you can't, you can't do much about it. And people resented the fact that he was making money.

EN: Hm-hmm.

AS: Well more than he contributed to the department. And then we had people...you know, how do you, how do you measure someone who was a recognized scholar in a fairly...

EN: Yes.

AS: ...obscure field. And can only teach obscure subjects versus somebody who teaches everything and does a masterful job, but doesn't publish, you know?

EN: Hm-hmm.

AS: How do you balance the value to the department?

EN: Hm-hmm.

AS: Well, when the first guy gets paid twice what the second guy does, there are people who think the second guys, you know, got a legitimate complaint. So that we had that kind of problem.

EN: Hm-hmm.

AS: And I felt responsible for it. There wasn't really much I could do about it, but uh...uh...so it was uh...you know, it was uh...personally for me, he was a very... he contributed to my professional development in a significant way...

EN: Hm-hmm.

AS: ...because he helped introduce me...My first research interest was China.

EN: Hmm.

AS: And, and I left it because I couldn't work with him. I just, I just...he was a very difficult guy. Uh, and uh, I couldn't learn Chinese. [AS Chuckles] I mean there's just no way I was gonna learn Chinese...

EN: Hm-hmm.

AS: ...which limited my research opportunities...

EN: Hm-hmm.

AS: And uh, so I moved into the German field because I figured I could learn German and there was a real...

EN: Hm-hmm.

AS: ...real void there on, in the Soviet field, focusing on East Germany...

EN: Hm-hmm.

AS: And so I kinda moved into that. Uh...so I mean, you know he personally was very important to my, in my development. This has brought me to realize that publishing was a normal thing for an academic to do...

EN: Yes.

AS: And a lot of people haven't come to that. And uh so, but he really, I mean I'm mindful of, of, of the departmental complications that were caused by his being with us. And it, and it didn't improve with age, I mean...

EN: Uh-huh.

AS: He really felt that he ought to be at a name university. And he was, he was being exploited. It was certainly kind of a resentment that he was treated as a dumb Chinese or something...

EN: Hm-hmm.

AS: And uh, and uh it was generational.

EN: Hm-hmm.

AS: Uh...so...

EN: Was he a good deal older than you?

AS: Yeah. Uh, I would...gosh...When he retired, he was seventy. And...

EN: Okay.

AS: I don't know how long he's been gone, but...

EN: Is he still alive?

AS: No, he died a long, quite a long time. Earl Beard told me that he had died when Josephine Bailey retired. I was at the Josephine Bailey retirement party...

EN: Oh, okay.

AS: And I saw Earl Beard there. So, I don't remember when Josephine retired...

EN: In the '80s.

AS: But that was, he was already, he was already gone.

EN: Okay.

AS: And he, and he [...] I mean he retired when I was chair.

EN: Uh-huh.

AS: So that would have been in the early '80s. Um...I talked to him about retiring. He retired because he, he found out he had cancer. And see he came here...I mean he had a money problem. And he came here relatively late. And so retirement for him...

EN: Uh-huh.

AS: ...didn't give him the full benefits of having been here...

EN: Right.

AS: ... a full career. So...so... But he had cancer and he died of cancer. I think that's pretty much all the people who were here...

EN: All I remember hearing about him, the only thing I remember hearing about him was that he gave every student an "A".

AS: Yeah, that was, that's true. [EN laughs] My son got a "B" from him. [AS chuckles] But I think that was pretty much an exception.

EN: Uh-huh.

AS: He was an easy grader but he was a little bit. He was...I'll tell you a story that sort of illustrates my problem with him...

EN: Uh-huh.

AS: Uh, he was responsible for taking over a program that had been or gotten money from Carbondale. Carbondale had this infamous grant for a Vietnam project.

EN: Yes.

AS: It caused so much trouble with demonstrations and so on...

EN: Uh-huh.

AS: That they were willing to pass money up here and Hsiao ran a program from that money. Among other things he, they did with that program was to set-up a scholarship system...

EN: Hm-hmm.

AS: ...where students in Asian studies would uh, would uh, graduate students would get money, get tuition.

EN: Hm-hmm.

AS: On that committee, not sure who the third person, maybe, maybe uh...Chang Chi [phonetic] was on it, I'm not sure. I think he was. And David Luhan [phonetic] was on it.

EN: Okay.

AS: I was the only Caucasian on the, [AS laughs] on that committee to decide who would get the money.

EN: Uh-huh.

AS: And we had applications, including one candidate who was, on paper, and with recommendations, easily the most qualified candidate.

EN: Uh-huh.

AS: And uh, we agreed that she should get, *the* grant, or one of two, whatever it was. She was, she was number one on our list. Well, Hsiao didn't want her to have it.

EN: Hmm.

AS: And I said to him, "You didn't say anything to me, you know?" And he was angry with me because I didn't know [EN laughs]...what he wanted...

EN: Without him telling you...

AS: Without him even telling me [AS laughs]. You know I don't know what I would have done had he told me because, as I say, the paper record was...And I don't, you know I don't really know what the problem was. But, but I thought you know, golly if I If I I really felt blameless, you know? [AS and EN laugh]

EN: Yes!

AS: And, and uh...he was... I mean he didn't hold a grudge about it. At least, you know...He didn't uh...But uh... In any case, that was the sort of the final straw for me that I... I thought, you know, there's just no way that, that uh, we can work together. He's obviously disappointed in me.

EN: Hm-hmm.

AS: And he doesn't even tell me what I've done wrong until you know, it's too late, so.

EN: So, well I asked if the field of political science has changed since you entered it. And then I asked if our department reflects these changes.

AS: Well, you know I... I was always on the margins of the discipline. I mean, I was interested, for some reason, I mean it just was a personal quirk. I was always interested in this, this absurdity of, of socialist or communistic countries. And I don't really know why I was. And the field of political science was always bifurcated and there was this...The "in" thing to do, which was to be quantitative, and scientific, and highly theoretical, uh....and um...Then there was the other 80% of the discipline and the teaching of the classes, which wasn't, wasn't that way.

EN: Uh-huh.

AS: Uh...and our department reflected that division.

EN: Hm-hmm.

AS: There were a couple of people who were uh... in the former bracket. And then there were the rest of us. And I would very much include myself in 'the rest of us.'

EN: Hm-hmm.

AS: I was interested certainly in the discipline. I got into political science 'cause I just have been a political junkie all my life no good reason.

EN: Hm-hmm.

AS: And uh, I would say our department, in terms of professional orientation, very typical.

EN: Okay.

AS: And I don't, you know, we had such constant uh, personnel for such a long period of time...

EN: Hm-hmm.

AS: We really didn't change very much.

EN: Uh-huh.

AS: And I can't speak to what we have now. I have my design unplugged in...

EN: Uh-huh.

AS: ...to what's going on in the department right now, though I continue to teach there.

EN: Hm-hmm. And then I asked you about, um, well I asked you about your experiences of, as chair over many years and...but I thought maybe you could integrate this with commenting on

administrations with which you worked...

AS: Okay.

EN: ...starting with John Rendleman.

AS: Let me talk about being a chair first.

EN: Okay.

AS: I just don't have a lot to say about that. But uh, I always viewed myself as a faculty member.

EN: Hm-hmm.

AS: And uh, I viewed myself as a consequence, if not hostile to, certainly different from, with a different perspective and with a superiority complex vis a vis administrators.

EN: Hm-hmm.

AS: And I guess I still share that view. In politics, I'm sort of the same way. I'm sort of a little man's guy and I just don't, I just don't identify with, you know, Wall Street bankers or...

EN: Hm-hmm.

AS: Or uh...people who are multi-billionaires and so forth. And I mean I think it's just a personality quirk as much as anything else, but...

EN: Hm-hmm.

AS: So as a Chairman, I viewed my responsibilities, as primarily, as trying to make it as possible as I could for my department members to do what they wanted to do. I mean, as good faculty members...

EN: Hm-hmm.

AS: ... without interference. As a buffer to protect against, against the irritations that might come from above and to protect and reward for the faculty...

EN: Hm-hmm.

AS: I mean I was, that's how I looked at myself.

EN: Mm-okay.

AS: And...and uh... I never had any particular problem uh...in that, in that, with that view. I never had trouble with, with uh...I never felt my relationship with my Dean or with anybody above was, was seriously affected by that. At the same time, I had at least had a mild case of the disease that my department had, which was that the Dean's didn't look upon us with proper respect. Uh, I mean we had a mild, and sometimes more than a mild case of, of the disease that taught that historians were given preference in our school.

EN: Hm-hmm.

AS: Uh, and that as true with both McCurry, who was our first dean when I was chair and Pearson when he was dean in my second tenure as chair. Um, and I still share the view that, that people in my department and, and... They were their own worst enemies, in terms of, of, of prestige within the school. Being anti-social in one way or another...

EN: Hm-hmm.

AS: ...one degree or another. Uh, but I felt and feel that, in spite of the differences we had within the department, our people were pretty professional in teaching...

EN: Hm-hmm.

AS: It took it seriously, and I think we did a pretty good job of undergraduate teaching.

EN: Hm-hmm.

AS: Really pretty good job. With some exceptions certainly, but...

EN: Hm-hmm.

AS: So anyway, that's how I viewed myself. And I was not, uh...I was not an empire-builder. I consciously was not. Um...and um...I didn't try to expand the department and, and I tended not to think it was possible.

EN: Hm-hmm.

AS: Nor was it necessarily good. And, and I'm just not, I'm not that, I'm not aggressive in building or being...uh programmatic in that sense.

EN: Hm-hmm.

AS: As to the people I worked with, I mean, uh, Rendleman was the, was the first chief academic advisor, officer when I was made chairman, elected chair. And he had reservations about me. He was a long-time buddy of Nick Masters. They grew up together.

EN: Oh, really?

AS: And uh... Masters did not like me.

EN: Hm-hmm.

AS: And I didn't like Masters either, for that matter [AS chuckles]. But, I mean, Masters was forced out...uh...

EN: He was forced out of the department?

AS: Forced out of the chairmanship.

EN: Okay.

AS: And I was his replacement.

EN: Hm-hmm.

AS: I was elected to replace him. And I had to go see with, with McCurry. McCurry was dean. But see what happened Earl Beard got forced out of it. Beard had to go. It was really quite a scandal. Uh, and uh...Beard tried to, to remove him for cause. And in the end they both had to go because Rendleman supported Masters and...

EN: We always wondered what happened to Earl Beard, because we went away to Los Angeles for a post-doctoral. And then when we came back, Earl wasn't there anymore, and he never said a word about it.

AS: No, he never made an issue of it, but, but...

EN: But that was the...

AS: I don't know how much of it you want here. If you want it...

EN: Well, that would be of interest because he suddenly wasn't...

AS: What happened, what happened was that...I mean the situation in the department was intolerable.

EN: Hm-hmm.

AS: It was literally intolerable. And it was intolerable because Masters wasn't there very often, except it was better when he wasn't there. He was vindictive. Uh, he was uh.... He was mean, and he was very bright and effective. And he was disdainful of the rest of us. And he had several people in the department, who for one reason or another, supported him. Sometimes it was because he had something on them. Sometimes it was because of people who supported him were hostile to the majority of the department.

EN: Hm-hmm.

AS: And uh... so he... he was really, he was really quite nasty. I mean he telephoned me at midnight and... and...and threatened me and so forth. And uh...He made life really uncomfortable for everybody. I thought about leaving the academic profession...

EN: Hm-hmm.

AS: And there were people who had thinner skins than I did.

EN: Hm-hmm.

AS: The issue that got, that nailed him...Earl told me later that he had talked to [Andrew] Kochman, the Vice President, about it and said, 'I'll have to get rid of him.' And Kochman said, 'I'm behind you 100%. You do what you have to do.'

EN: Hm-hmm.

AS: Well the issue that got him was that there was money that came from the Graduate School at the very end of the academic year for summer research.

EN: Hm-hmm.

AS: Masters announced it to us that there was this money. And one of the innocent members of the department, a fellow by the name of Tony Joachim, went to Masters the next day to ask how he should apply for the money.

EN: How do you spell his name?

AS: J-O-A-C-H-I-M.

EN: Hm-hmm.

AS: Uh and uh, Masters you don't have to apply for the money. It's already been committed.

EN: Oh.

AS: And so we found out that he had promised, he had committed the money to Jim Kerr and, and uh...Bill Goodman. And George Meyer went to Jim Kerr, and he said, "We hear that you've got the money." And uh, Jim Kerr says, "Yeah." He said, "Masters told me I had it last week." In other words, the money had been handed out before...

EN: Uh-huh.

AS: there was any competition for it.

EN: Uh-huh.

AS: And Masters, uh, found out that, that this story was circulating that uh, that Meyer had...had...was spreading the story that he had spent, committed the money a week earlier.

EN: Uh-huh.

AS: [AS chuckles] And so, I happen to be in the office right next to the chair, and I talked to Meyer about it about two years ago. [Chuckles] And so Meyer was called in by Masters. Uh...and Masters was going to ream him out, you know, because he was just this little kid...

EN: Yeah.

AS: ...small and no tenure, and so forth. And uh, um.... Meyer said, "Well I'm not talking to you about it by myself. Let's go to the Dean's office."

EN: Uh-huh.

AS: So, they went to the Dean's office and Meyer told me - I never got Master's story - but Meyers told me that Masters accused him of spreading this vicious rumor that he had committed the money to Kerr...

EN: Hm-hmm.

AS: ... a week early. And Meyers said, "Well ask Kerr. That's what he told me. I mean I'm not spreading anything. I'm just telling you what Kerr told me."

EN: Yeah.

AS: And uh, I remember seeing Meyer when he came back and he had a smirk on his face, see? [AS chuckles] And in any case, that issue blew up. I don't know what happened beyond that.

EN: Uh-huh.

AS: It was clear that the money had been committed. I mean...

EN: Hm-hmm.

AS: Masters overstepped, you know?

EN: Uh-huh.

AS: And he could have given the money to whomever he wished had he done it with a pro forma competition, but he didn't. And so the next thing we heard was that he was stepping down and he remained for a year or two as director of this program we had in Washington. Uh, and uh...Earl was stepping down as Chair.

EN: Hm-hmm.

AS: And Earl went back to the, to the history department. Never said a word to anybody. Uh, and you know... I mean he was...he was really humiliated unfairly because of that.

EN: Hm-hmm.

AS: And anyway I was elected chair in the process. McCurry became the new Dean.

EN: Hm-hmm.

AS: And McCurry and I had to go see Rendleman, because Rendleman had been told by Masters that I would've been disaster, whatever. And so I went to see, uh...um... Rendleman and Rendleman asked me a few polite questions, which I politely answered. And uh, that was the end of it. I was, I was approved as chair...

EN: Uh-huh.

AS: And of course he didn't...Rendleman got sick fairly soon thereafter. I don't recall having any contact...

EN: Was this in about 1974?

AS: Just before he died, yeah.

EN: Okay. '75! Must have been 1975.

AS: I was elected in, I think, '73.

EN: Okay.

AS: Uh, '74. '74 I was already Chair.

EN: Okay.

AS: I'm not sure exactly what...Well that would have happened in the summer, you see?

EN: Okay, summer of '73.

AS: Summer of '73, yeah, yeah. And I was chair for the first time, I think, from '73 through '76. I think that's right...

EN: Hm-hmm.

AS: Uh...

EN: So, did you ever see Rendleman then on any other basis except...

AS: I never saw him, uh... Well, I had one other experience...

EN: Hm-hmm.

AS: It's kind of... I suppose others have told the same story. He was legendary for being able to speak to you by name...

EN: Hm-hmm.

AS: ...okay? And uh, I was at a Herb Rosenthal cocktail party and Rendleman was there. And I... And I'd had enough to drink to I was little bit relaxed, and I said, ...

EN: Hm-hmm.

AS: "John, the rumor has it that you have a book in your, in your office with the pictures of all the faculty."

EN: Uh-huh.

AS: And he says, "Yeah, that's right." He said, "I do." And in the source, in the course of that same conversation, he told the story of his Paul Powell problem. You know...

EN: Uh-huh.

AS: He found the shoebox with the money...

EN: Yes.

AS: And uh, I mean of course, John was a wonderful storyteller...

EN: Hm-hmm.

AS: And uh, you know...[AS chuckles] I mean, I think he was really kind of blindsided by [AS laughter] by that, by finding in there...

EN: Hm-hmm.

AS: ...and so forth. And the car apparently had been towed away and so forth. Uh, so I mean...It was, it was a real ah, fun experience, I would say, to hear him tell that story that made *Time* magazine, you know? [laughter]

EN: Yes!

AS: And the other thing I would say - I once went with Astrid to the Wildey Theater to see, uh, I think it was the one-man show, James Whitmore did the show of Harry Truman...

EN: Hm-hmm.

AS: Or was it...I don't remember if it was Whitmore or if it was the guy who did Mark Twain...Anyway it was a showing of this movie about Truman.

EN: Hm-hmm.

AS: And it was an odd time [unintelligible] And there were very few people there. And John was already very sick.

EN: Uh-huh.

AS: And he was there, watching that movie. And I greeted him. He could only speak with a rasp, a raspy voice.

EN: Uh-huh.

AS: And curiously - even more curiously than that - the next day, or the couple of days after, I was in the elevator in Peck. I got on and John was in that elevator.

EN: Hm-hmm.

AS: And because of my first uh, the word that he was kind of hostile to me...

EN: Yeah...

AS: It was, I was a little awkward with him, you know?

EN: Uh-huh.

AS: And I saw him and I said, "How did you like the movie?"

EN: Yeah.

AS: And he said, "Oh, it was wonderful." He said, "The thing I really liked about it was the importance that he placed on loyalty."

EN: Uh-huh.

AS: And I had heard, you know of course, John...I guess all people in high places expect...

EN: Yeah.

AS: ...their supporters to be loyal.

EN: Hm-hmm.

AS: But it was very touching to me, I mean...

EN: Hm-hmm.

AS: You know? The last time I saw him, of course was at the 25th...

EN: Hm-hmm.

AS: Celebration of the 25th Anniversary, I guess...

EN: Hm-hmm.

AS: of the opening of the...And he was...

EN: That would be the 10th Anniversary...

AS: Yeah, okay. Yeah, 10th. Morris and he were both on the platform. And Morris was eh, was already, you know a little bit, uh, passed his prime.

EN: Hm-hmm.

AS: ...and wasn't entirely lucid and John was ill. I mean, you know...

EN: Hm-hmm.

AS: He was obviously not...he was near death. So that's my John Rendleman connection, uh...um...yeah.

EN: Then were you one of the people who supported Kochman, when he wanted to become president. He became acting president and...

AS: No, I never was a Kochman fan.

EN: Okay. I just wanted...

AS: I mean, I wasn't hostile to him...

EN: I know.

AS: ... But I had a friend who was in Kochman's uh...Kochman's uh...department who didn't last here too long. This would have been still in the '60s, I think. Uh...he didn't stay too long.

EN: He was in theater, wasn't he?

AS: Yeah, he was in theater. And uh, this fellow uh... told me a story about Kochman, a professional incident with him.

EN: Hm-hmm.

AS: And I trusted this guy's judgement. It just really kind of angered...Plus the fact, you know, that he was not very kind to Earl.

EN: Hm-hmm.

AS: So I mean I looked upon him as someone who didn't have the kind of independence and strength that...

EN: Hm-hmm.

AS: As well as he was temper...He had a temper...

EN: Hm-hmm.

AS: ... from reputation. But I had no personal contact or negative reason for being...

EN: Hm-hmm.

AS: opposed to him.

EN: So you were chair some of the time when he was acting president. Rendleman died in February of '76.

AS: Well, I wouldn't have been for very long.

EN: Uh-huh.

AS: Uh...I don't remember him as...as...Well I shouldn't say...I don't remember any impact on me personally....

EN: Hm-hmm.

AS: ... or departmentally. I don't think he was a particularly strong leader of the department, of the school, when he was...when he was...

EN: And then you were, you were um...an associate professor during the time of Kenneth Shaw or were you a full professor by that time?

AS: I made, I made associate in...in the late '60s, '67...

EN: Oh, okay.

AS: And I was probably a fully, only in the late '70s.

EN: Okay.

AS: I was close to ten years, associate. I was a bit chagrined by that, but I didn't do anything about it of course. And those days you didn't apply yourself...

EN: No! It was kind of...

AS: And I...And I couldn't apply...I wouldn't push my own uh...But uh...uh...The senior people decided. But I don't remember what year....

EN: Hm-hmm.

AS: ... I was made full professor.

EN: Okay. And then do you have any memories of Kenneth Shaw or was he...

AS: Well, uh...Yeah, as a matter of fact, I do. Um...One of those years...You know, I'm sorry but I...

EN: That's alright.

AS:...don't remember what years it was. But he was...You know we used to have the University Senate...

EN: Hm-hmm.

AS: And within it we had a group called the Faculty Senate. That was really, uh...A nothing organization. I mean it did nothing.

EN: Hm-hmm.

AS: And, and uh...I was elected president it was a nothing then. We did have a Faculty Senate. It met once a month, typically right before the university senate. I don't know what we, we'd take up things that were gonna...

EN: Okay.

AS: ...happen at the university senate. It was probably like a huge caucus...

EN: Hm-hmm.

AS: ... of university senate members, okay?

EN: Okay.

AS: And I was elected chairman of that. And that...My effort there, my responsibilities there, consisted primarily of one hour before we'd meet, I'd figure out what we were supposed to do and do it. I mean, I don't remember that I took it as an important thing at all.

EN: Hm-hmm.

AS: But one day...I mean, I... I was quite unhappy with the extent to which the Faculty Senate was involved, or the faculty were involved, in the mundane affairs of the university. With all these committees, and all of these reviews and so forth, that were basically used by the administration to sort of legitimize what they wanted to do. And it was taking a lot of time. And it didn't make any difference. And so, I was talking to my friend John Elsworth, who by that time was in the vice-president's office...

EN: Hm-hmm.

AS: And we said, "You know, we ought to do two things." First of all, there was another part to that, which was the university senate. There were....Time after time, the faculty would be so divided and individualistic that the small caucus of students would get their way...

EN: Uh-huh.

AS: ...in the Faculty Senate when it was important. But it was this other issue for me that was most significant. We had all these councils and all these, these things that were, to me, not, not part of what faculty ought to be...

EN: Hm-hmm.

AS: ...spending their time on. And there was a disproportionate number...uh a too large proportion of faculty who were involved in all these university matters uh...that uh...gave them an excuse not to do what they should be doing, which was teaching and research primarily. And...and so uh John and I sort of concocted the idea- this is my version of this story of course. [AS and EN laugh] Others might have a different one. But anyway, we, we concocted this...We decided we ought to push for uh...um...a reorganization of this governed structure. And we ought to have a Faculty Senate that ought to be separate...that ought...We gotta get rid of the university senate.

EN: Hm-hmm.

AS: Uh...and uh...And this was generally accepted to faculty members. So we arranged the issue in the Faculty Senate, I think really without much lobbying or anything like that. And everybody said, " Yeah, that's a good idea." [AS Chuckles] So...so...And I'm very vague on, on the details of

it.

EN: Hm-hmm.

AS: But we did...We voted to change the governed structure of the university.

EN: Mm.

AS: You know, this university senate stuff.

EN: Yes.

AS: Well, I was Faculty Senate President and I don't know who went with me. I think John may have gone, Elsworth may have gone, and I'm not sure. He must have been in the Faculty Senate, whether he...how he got there I don't know. But he and I did all of this together. And we...And we went to see Shaw. Uh...of course, the, the decision had been, been sent to *The Alestle*, and to Shaw...

EN: Hm-hmm.

AS: ...and everybody else and so forth. And uh, Shaw was decidedly negative about this. I mean, Shaw's style of operation was to...to uh... to connect to the university through the established channels...

EN: Hm-hmm.

AS: ...the university senate, Faculty Senate, student senate, so forth. And uh, this disruption of, of this structure... I mean his initial reaction clearly was...I mean, he was polite...

EN: Hm-hmm.

AS: ...and so forth. But the impressive thing about it was he listened to us.

EN: Hm-hmm.

AS: And he wasn't adamantly opposed to it. And ultimately, I don't remember how he did it [AS laughs] I'm completely void, vague on that...

EN: Uh-huh.

AS: But, but uh, from that spark at least, the system was changed so that the university senate was scrapped, and we did have the student senate...

EN: Uh-huh.

AS: ...and the Faculty Senate and so on. And really, I don't...I'm certain that John and I, at least as far as the direct precursor to what change, we were the ones that did it. Alas, from my perspective, as soon as the Faculty Senate was autonomous, they immediately, uh, created all these, these councils...

EN: Hm-hmm.

AS: ...and sub-councils and working groups. So, my idea of getting rid of all this make-work that the university senate had created over time...that was just [chuckles]...

EN: Uh-huh.

AS: ...sort of like a bureaucracy has this need to expand, and then the Faculty Senate had the need...

EN: Yeah.

AS: ... to recreate all of this stuff that was unnecessary in my view. But anyway, that was my, my, about my only serious connection with him. And then of course, that, that, at that same time, you had this big fight about whether Buzz should be our president, or whether he should be made assistant president, or remember the fight about division separation and so forth...uh...of the campuses. And I have to say, I... My memory is not all that, that strong about what happened, except I felt...[Chuckles] I didn't really feel particularly strongly about it. I wanted the campus to split. I wasn't particular respectful of the senior campus. I felt like we were being slighted and held back.

EN: Hm-hmm.

AS: Uh, and uh, I didn't...I had nothing but contempt for the Board of Trustees, which I had to go hear every month and, and have lunch with them afterwards and so forth. Uh, and um...You know, Faculty Senate would meet and we'd try to figure out how we might fight. And there were, there was some, some tension there.

EN: Hm-hmm.

AS: I remember we had an evening program, I remember that...or evening, evening session where, you know basically the, the uh...trustees did what they wanted to do. I mean, we didn't have any say about it whatsoever. Uh, and Buzz was of course outside of the...as far anybody could see. I gotta tell you what I think is a delightful story.

EN: Hm-hmm.

AS: It has nothing to do with anything significant [AS laughs], it's just kind of a personal...When I was chairman of that, president of the Faculty Senate, we had this meeting. And we were talking about what to do about this, the problem of...of uh...further uh...integrating the two campuses...

EN: Hm-hmm.

AS: ...and taking and so forth. And...

EN: Now, let me interrupt to ask-now you were president of the Faculty Senate after the separate senate was created?

AS: Well, the separate senate was created well before I was elected president of it.

EN: Okay.

AS: But it was...It took on a different status after the uni...I mean, that year, I don't think the university senate was eliminated before I was no longer chair.

EN: Oh, okay.

AS: So, we were meeting. You know it was...

EN: Okay.

AS: I don't even know what, you know, what kind of kind of formal or legal...

EN: Oh, okay.

AS: ... create...You know, how we fit into the scheme of things.

EN: Okay.

AS: But we had this meeting, and we were talking about how to, how to deal with this, this intractable...

EN: Hm-hmm.

AS: ...unreliable. You know, it was a question of whether they had open meetings, and closed meetings, and so forth. And basically they just sort of walked all over us. Uh, I mean and...And in the middle of this discussion, you know, we were talking about how to bell the cat basically [AS chuckles]...

EN: Yeah.

AS: Bob Blame got up, one of my favorite colleagues, who is a bit eccentric. And he said, "Well, the thing we have to do is get rid of the Board of Trustees." [AS and EN laugh] And I mean, it was to me, sort of typical Bob Blame and kind of typical faculty. You know, ivory tower faculty member. The last thing, in terms of what was possible, certainly was to get rid of the Board of Trustees. [Chuckles]

EN: Yes.

AS: But that was Bob's solution. And uh, I don't remember much of anything else. It was an ineffectual meeting, and all of our meetings...

EN: Uh-huh.

AS: ...were ineffectual.

EN: [EN laughs] Oh, okay.

AS: Uh...But I...you know, Shaw...I...I never thought Shaw was a great academic, you know. I mean, he didn't come from an Ivy League school. He came from Edwardsville. And he...he...he didn't act like a highfalutin academic.

EN: Hm-hmm.

AS: Uh, but you know, I... Of all the people who were in the top positions, you know, I guess I...I guess I have as much respect for him. I really respected him.

EN: Hm-hmm.

AS: I really rather liked him, from...from the backrow kind of.

EN: Hm-hmm.

AS: I didn't have too much direct contact with him.

EN: Hm-hmm. [Longer pause] Well, um...I know that um...his provost, you know during those years, was Earl Lazerson...

AS: Yeah, yeah. Earl. [AS and EN laugh] Yeah. I have...I had the most, the closest and the most complicated relationship with him of all the people who were top level.

EN: Hm-hmm.

AS: And he was, he was uh...I don't remember, I can't remember what the titles were, but he was chief uh, officer at Edwardsville during my chairmanship.

EN: Hm-hmm. He was President from 1980 until 19...

AS: Yeah, okay. He had previously been the Provost, yeah, yeah.

EN: ...'93.

AS: Yeah, yeah.

EN: End of '93.

AS: Yeah ok. And uh, my first contact with Earl was when I was Chairman and he was still in the math department.

EN: Hm-hmm.

AS: And he was the chairman of a committee that was reviewing programs. And this was in the days when student parallel production and all that kind of stuff was, was important.

EN: Hm-hmm.

AS: Leo Cohen from the economics department was on that committee. That must have been my first time as chair in the '70s. And um, I remember...I don't remember who was chair, but whoever it was in the sociology department - He came back from the...All the chairs had to go see this committee...

EN: Uh-huh.

AS: ...and justify their existence.

EN: Hm-hmm.

AS: And this chair came back with tales of woe from that committee. About, about how they, you know he said that we're trying to have a low teaching load so our people can do the research that was...

EN: Was this Robert Campbell?

AS: Campbell wasn't chair very long.

EN: Okay.

AS: He was already Dean. It could've been, could've been [Robert H.] Bob Lauer.

EN: Okay.

AS: Uh...I'm not sure. It, it, it could've been Bob Lauer.

EN: Hm-hmm.

AS: I think it may have been. Well...I don't...know who it was. Anyway, you know the word was that this was really a mean committee, out for blood, see? And our department was always overstaffed according to the, to the statistics they would send down. You know, we were teaching at...

EN: Uh-huh.

AS:...130% of the cost per credit hours, 130% of the state average, whatever something like that. So I went there with some trepidation. And they asked me about teaching loads, and I said, "Well, um...you know, there are some people in the department who are, are shouldn't teach at all..."

EN: Hm-hmm.

AS: ... "And I don't really like the idea of making them teach a third hour, a third, third, third class every time." We were trying to get our teaching load down to... We were on a quarter system of course...

EN: Uh-huh.

AS: We were trying to get it down to eight courses a year rather than nine. And uh, I said, "You know, but the most important thing is that we offer, we offer our program. And, and that's what I..."

EN: Hm-hmm.

AS: "...see my responsibility as doing. If our program, uh, meets the needs of the students, and uh..."

EN: Hm-hmm.

AS: "...and if I can do everything I can to advance the professional development of my, of my faculty, that's...that..." And it was like a pussy cat committee to me. I had, I went there with real fear and trepidation. And I remember Earl, I don't remember him asking me a question. I mean Leo Cohen was a friend of mine already at that time. Uh, and I don't remember any unfriendly questions. And Earl sat there sort of like a wise owl who didn't say much of anything, but uh, I think he was chair of math at that time still. And he, I got the feeling from him he sort of understood what I was trying to say. And, and you know, everything was okay.

EN: Uh-huh.

AS: And I don't remember when I left next. Well, when he was, when he was Vice-President...

EN: Provost.

AS: ...and Earl Beard worked for him, you know, we had this, the dean election that, which I ran for office.

EN: Hm-hmm.

AS: And I thought I was the best candidate...

EN: Hm-hmm.

AS:...without any question. Suzanne, my colleague...

EN: Yes.

AS: ...and Bill Feaney, my colleague, were my opponents. I came in third in the race.

EN: Hm-hmm.

AS: And so I had a terrible ego problem. I mean, I just, it really, really crushed me. I'm glad in retrospect I didn't win, but I, at the time...

EN: Hm-hmm.

AS: ...it really was uh, you know, it was difficult. But the interesting thing was, for whatever reason, I don't remember, Earl Lazerson wanted me to be dean.

EN: Hm-hmm.

AS: And the working papers said that [unintelligible] there was this big fight about...

EN: Yes!

AS: ... autonomy versus...

EN: Uh-huh.

AS: ... versus the right of the the central administration to choose it's administrators...

EN: Uh-huh.

AS: ...since the Dean was their officer. And the working papers under which the election was held provided that the top three candidates had to be submitted to, uh, the Vice-President. And I think we stipulated and required that we had the, we had the right to list them in the order of...

EN: Uh-huh.

AS: ...of the vote. In any case, it was no secret who came in first. I mean, Suzanne came in handily.

EN: Hm-hmm.

AS: I think she got more votes than Bill and I together.

EN: Hm-hmm.

AS: And uh, Bill...I think Suzanne had over fifty, or around 50. And Bill may have had the high twenties and I had about 23 or something like that.

EN: Hm-hmm.

AS: Well...curiously, before the deadline came for the naming, Earl Beard called me at home.

EN: Uh-huh.

AS: And of course I...Earl...I was Earl's pet.

EN: Uh-huh.

EN: Yeah. He was kind of a mentor.

AS: Yeah, he really was. And he, I mean he confided in me.

EN: Uh-huh.

AS: And he, he advised me and counseled me.

EN: Hm-hmm.

AS: And, and you know. And I mean I, he's a person I loved really.

EN: Hm-hmm.

AS: I couldn't say that about many people...

EN: Yeah.

AS: ...on the faculty. And he called me, and I'm sure at Lazerson's behest, and he tried to get me to agree to accept the Deanship.

EN: Hm-hmm.

AS: And I said to him, "You know, I mean uh...I'd like to be Dean."

EN: Hm-hmm.

AS: "And I ran because I want to be Dean. But I'm not gonna be dean if I'm not elected."

EN: Hm-hmm.

AS: Uh, and um... Earl was, it was out of character, in terms of our relationship...

EN: Hm-hmm.

AS: ...our really quite intimate relationship. We must have talked for twenty minutes, and the conversation went round and round and around. I mean, he put pressure on me to take the job. And I said to him, "You know, I can't do it."

EN: Uh-huh.

AS: "I just can't do it. It isn't... I mean I understand where you're coming from, and I'm not speaking to the...

EN: Hm-hmm.

AS: "...quality of my, of, of Suzanne."

EN: Hm-hmm.

AS: I mean, you know, I don't...Suzanne had never done any administrative work before. But...[EN laughs] I wasn't opposed...

EN: Uh-huh.

AS: ...to her being dean. And I can't say I had any reason to say that she wouldn't be, you know. It wasn't...That had nothing to do with it. For me, I mean, in my self-centered circumstance, I guess. I just, you know, I couldn't do it. But, but it was interesting how, how Earl was, was almost pushy about it, you know.

EN: Hm-hmm.

AS: And I think it ended up by saying, "You think about it."

EN: Hm-hmm.

AS: I said, "You know, it's over. I just can't do it."

EN: [Unintelligible crosstalk over AS]

AS: And that was the end of that, I must say. But I always...

EN: It had already gone on, in a big way, in the school of education and in the school of humanities, hadn't it? I mean, by the time it was at this...By the time the dean issue had reached the social...

AS: No, the Dean issue, the real dean issue came up later. That wasn't...

EN: Oh, okay. Oh, this was earlier...

AS: This was when Suzanne was elected...

EN: Okay.

AS: ...not when she was kicked out.

EN: But there was already, there had already been an issue about people choosing their deans, hadn't there been in the school of education?

AS: Well, I mean I don't know about that.

EN: Yeah.

AS: The issues were really relatively...

EN: Humanities.

AS: ...minor.

EN: Okay.

AS: I mean there may have been a bylaws revision written at that time.

EN: Yeah.

AS: But I mean, the principle that we got to choose our own dean...

EN: Yeah.

AS: ...uh it wasn't...It wasn't ironclad.

EN: Hm-hmm.

AS: It wasn't what it became when Lazerson...

EN: Yes.

AS: ...became the chief...

EN: Uh-huh.

AS: ...the President. And that wasn't at issue.

EN: Uh-huh.

AS: The, I mean the...You know, I knew certainly had I taken it, I would have had, it would have been an intolerable position to be in.

EN: Yeah, right. And you were a person who was really sensitive to...

AS: Well, I mean that violated...

EN: ...faculty, being part of the faculty.

AS: As I said before, I was a faculty member.

EN: Yes, that's right. [Crosstalk: speaking over AS] That's why I'm thinking it was such an honorable thing to do, I think. Someone like, someone else, someone I could think of in our department who always wanted to be dean, wouldn't have done that [EN laughs].

AS: Well, you know, I mean...I don't think of it as, as great morality.

EN: Uh-huh.

AS: It's just a matter of personality quirk.

EN: Yeah.

AS: I believe in democracy, I guess.

EN: That's right.

AS: And uh, even in a Chairman, Chairman's elections, Chairperson's election, had I run in a similar fashion and lost, I wouldn't have been able to take the Chairmanship.

EN: Right.

AS: I just couldn't do it. I mean, uh...because I think that that's the...But in this case, had it been close, had it been I lost by three votes or something like that...

EN: Uh-huh.

AS: But there was no legitimacy to my taking for myself. And uh, and so Suzanne took it. And she was certainly, in my view- I mean as part of the school during that time you have your own opinion- but she certainly the most popular dean. She was the only dean, I think, who, who left as popular as she was when she came in.

EN: Hm-hmm.

AS: I mean, I always considered myself a friend of hers, and it hurt her when I was upset with her for having beaten me [AS chuckles].

EN: Yeah.

AS: I mean, and it was a weakness on my part that I did show such, such sensitivity.

EN: Hm-hmm.

AS: But I don't think she was a great dean.

EN: Hm-hmm.

AS: I mean, I think she was... She had great integrity.

EN: Hm-hmm.

AS: And she was open.

EN: Hm-hmm.

AS: And not every dean has that kind of integrity, certainly.

EN: Hm-hmm.

AS: Uh, and uh. But I think she was a little bit um, um, she wasn't a politician enough.

EN: Hm-hmm.

AS: And she never, she never saw the political side of the situation.

EN: Hm-hmm.

AS: I mean, you know if you have a discussion, if the intellectual argument went one way, that was the end of it for her.

EN: Uh-huh.

AS: She didn't, she never saw the political dilemma that might come from it. I won't, I don't have a case, an example to illustrate it.

EN: Hm-hmm.

AS: But that was my judgement of her as a Dean. But she certainly was the best Dean in terms of...of...of being, of being open and above board and respected for that...

EN: Hm-hmm.

AS: ...by virtually everybody.

EN: Hm-hmm.

AS: Back to Lazerson...um...um...I never had...Wow, when he was, when he was elected President...

EN: Hm-hmm.

AS: ...or chosen to be President, however he got there, I happened to see him. He used to...see him, I don't know how it happened, but within a few days I saw him. Just a chance meeting.

EN: Hm-hmm.

AS: He had been President for about fifteen minutes when he had uh...he got his knives out and fired a bunch of people.

EN: Uh-huh.

AS: Cleaned out, you know, people, many of whom he had, he had uh, coffee with. I mean it was really like Prince Hal in Shakespeare.

EN: Wow.

AS: I mean, he fired people in the Vice-President's office, two or three of them, and some of them were, thought that they were close to him, I'm sure. I don't, I don't know anything about the inner workings...

EN: Hm-hmm.

AS: ... of that person or persons involved, but he, he did, you know. And anyway, I said to him...

EN: Who were they? Do you know any of them?

AS: Luther uh....

EN: Luther Statler?

AS: Statler was one of them.

EN: Oh.

AS: I'm not sure if Ramon Williamson wasn't one.

EN: Hm-hmm.

AS: But there were two or three, and they were sort of...You know, Carol Keene sort of was part of that. You know, they'd come and have breakfast every morning...

EN: Uh-huh.

AS: ...in the cafeteria. I mean, I don't what Carol... Carol had any immediate...

EN: Hm-hmm.

AS: ... attention with Lazerson, of course she was...There was a falling out later between them, obviously.

EN: Hm-hmm.

AS: And I don't know that occurred. But anyway, he did clean house...

EN: Hm-hmm.

AS: ...for a good reason or bad. I said to him, I said kind of like, you know...

EN: [Laughs]

AS: ...one pol [?] to another. I said, "Nice job." And he said, "What do you mean?" I said, "You're showing who's boss, aren't you?" [EN laughs] I mean, I... That was how I reacted to it. And I think that was the right interpretation, that he wanted to demonstrate that in fact he was in charge.

EN: Hm-hmm.

AS: And he said, "You know, you're the first..." He was kind of abashed. He said to me, "You're the first guy who's said that to me." [AS chuckles] With the implication was, of course, that was what I was doing.

EN: Uh-huh.

AS: And of course, it was kind of indictive...

EN: Uh-huh.

AS: ...of Earl as chief executive...

EN: Right.

AS: I mean, he really was a guy who wanted to be clearly in charge and he was in charge.

EN: Hm-hmm.

AS: My relationship with him was always uh... um...I mean, he likes me. I saw him a couple years ago, a year ago, in the Schnuck's store, and he hugged me like we ought to get together, which of course never came about. But, but uh...uh...He always.... Of course, our paths weren't that close and I wasn't, you know...So we've always, we always...I always had a connection to him. And uh, he's a very complicated guy, you know?

EN: Hm-hmm.

AS: And uh, so when he became president almost immediately then, of course, the Teeters thing, which you know...

EN: Yeah.

AS: ...was a disaster. And uh...um...I was gone the year she was hired.

EN: Hm-hmm.

AS: And uh, I remember when I came back, she called me. She wanted to have lunch with me. And I, the first time I ever met her was in her office. And we had a power lunch where she had a cold hamburger brought over from the cafeteria for me. [EN and AS laugh] And we were talking about international studies as a possibility. And I walked out of there saying, "My god. How could we have ever gotten her to be our..." I could never, never could understand how we hired her.

EN: Hm-hmm.

AS: How the committee ever recommended her. And uh...I would characterize that era certainly as a disastrous one.

EN: Hm-hmm.

AS: And I'd once talked to Lazerson about it, and he said, "Well, I'm not so sure. I still think I did the right thing by hiring her." And I agree with the general attitude of people around who thought that Lazerson took her on to do his hatchet-work.

EN: Hm-hmm.

AS: And I'm not sure whether he wanted to do a hatchet-job because he liked doing hatchet-jobs or whether he thought it was necessary to improve the university.

EN: Uh-huh.

AS: I mean, I think it's fair to say that, that he could be...pretty hard-hearted.

EN: Hm-hmm.

AS: I mean, he could be pretty tough and uh...I don't know if that's good or bad.

EN: Hm-hmm.

AS: I mean, I couldn't be like that I guess, but he certainly was. And part of her responsibility, of course, was to clean up the Deans. And, and... also to rewrite the working papers of the various schools.

EN: Hm-hmm.

AS: And the Deans, led by Carol Keene as I understand it, and aid actively supported by Suzanne, were at swords point with [Barbara]Teeters quite quickly.

EN: Hm-hmm.

AS: And they were the first two who had to go as soon as it was possible to get rid of them. I mean they didn't fire them outright, but they couldn't, they couldn't run for reelection. But even before that, and I think Teeters, Suzanne told me that Teeters said, "You're not gonna be here after your terms up."

EN: Hm-hmm.

AS: I mean she couldn't, she couldn't be reelected. We had to rewrite our working papers, school working papers.

EN: Hm-hmm.

AS: And that's where the flap came in.

EN: Yeah.

AS: Because the working papers were to be written so that the Dean uh, basically, could not be fired even if there was a unanimous vote by a review committee after seven years.

EN: Uh-huh.

AS: And basically, the working papers were to be rewritten to restructure, basically to take away what we thought were our prerogatives...

EN: Yes.

AS: ...as an academic unit. And I don't, I think Humanities, maybe Education went before us and basically they suffered total defeat in trying to preserve some of their autonomy. I don't...

EN: Uh-huh.

AS: ...remember too much about that. Suzanne set up a committee and asked me to be chair of that committee.

EN: Hm-hmm.

AS: And I don't remember who all was on it. I know John Farley was on it. I know that Ernie Scheske [phonetic] was on it. Who would have been on it from History? [Long pause] I don't remember who the others on the committee were. John certainly was very active.

EN: Maybe Herb Rosenthal? From History.

AS: It could have been.

EN: Uh-huh.

AS: It was a fairly large committee. And, and uh...John Farley was a very active member and a very constructive one, I think. And certainly, one of the more aggressive in standing up to Lazerson.

EN: Hm-hmm.

AS: Well, the interesting things about this, from my perspective, were two-fold: one was Teeters had nothing, had nothing [*said emphatically*], to do with this rewriting process.

EN: Hm-hmm.

AS: We met with Lazerson. We corresponded with Lazerson. Everything we did had to do with Lazerson. Teeters was entirely outside of that...

EN: Hm-hmm.

AS: ...that process. Despite the facts that she was the chief academic officer at the university.

EN: Mm.

AS: I don't know yet whether it was a wise thing to do or not. I don't, I think it worked out fine. But in any case, I decided that I would go see Lazerson and talk to him about the situation.

EN: Hm-hmm.

AS: See if I could...I mean I had no time. I don't, I don't remember that I told anybody that I did. It may have been, it wasn't secret. I wouldn't have lied about it. But Bob Campbell was on the committee. I remember that because I went to see him at one point. But in any case, I went to see Lazerson and I said, "What's going on here," you know. "What do you need and what are you after?" I mean I just wanted to get a sense of, of where we might...

EN: Yes.

AS: ...where we might get something. I mean my, my, my going to see him could be interpreted as selling the faculty out. I looked at it as, as working for the faculty in a way that was maybe more effective than going to *The Alestle*, or going public, or being...

EN: Uh-huh.

AS: ...being abrasive or something like that. And I must talked to him a half dozen times. Every time I called I had immediate access to him. And uh...I would go over there with what we had worked on. I said you know, "Is this gonna give you a problem? Is there anything we can, you know, is there...?" And so forth...

EN: Hm-hmm.

AS: And uh, I never came back and said, "We gotta do this because he said so." But it alerted me to where I thought we might...

EN: Yes!

AS: ...get something we wanted in any case. So that's what I did that. And I did that several times, both to talk to him and to show him what we were doing and see what he, how he reacted. And then the strange thing happened. I had what I thought was, we were to the point...

EN: Yes.

AS: ...where the new bylaws were written. And uh, well let me back up first of all. We, we, we had a meeting with him, the committee met with him. And the key question was whether in fact a unanimous vote of this review committee of the Dean, after five or seven years whatever it was, a unanimous vote of that committee removing the Dean would require the Dean to be fired and removed.

EN: Hm-hmm.

AS: In other words, if that group could in fact pursuant to faculty unrest...

EN: Yes.

AS: ...could get rid of that guy or person, even when the President or the Provost wanted to keep him. And I remember Ernie Scheske said to Earl, " Why would you want a Dean that this group, which included administrators and students as well...

EN: Hm-hmm.

AS:... as faculty members. Why would you want a Dean that was unanimously rejected by this comprehensive committee?" Earl didn't answer the question, except to say something like, "You gotta point." I don't think, those weren't his words, but...And so he conceded that principle...

EN: Mm.

AS:... that a unanimous vote would either be ironclad removal...

EN: Hm-hmm.

AS: ...or at least, you know, we preceded to be that way.

EN: Yeah.

AS: And I always thought that maybe that question that Ernie asked did more good for that school...

EN: Yeah.

AS: ...then anything else had been.

EN: Yes.

AS: Anyway, subsequent to that, we put together this bylaws. And I called Earl and I said, "I got the bylaws as we've written them. Would you take a look, see if we've got anything here that, that is gonna cause any more problems and so forth?"

EN: Hm-hmm.

AS: And I went over there. You know, Earl's office was L-shaped. And you got the...There was...Wilma was sitting here and then there was a foyer, foyer or foyer, there where...And then his office was deeper here, okay?

EN: Hm-hmm. Okay.

AS: He had a desk back here. So you come into the door and you couldn't see what was back here.

EN: Hm-hmm.

AS: And uh, so uh...Wilma opened the door for me and said, "Please go on in," you know. And so as I walked in, Earl said something that was really smartalecky.

EN: Hm-hmm.

AS: And uh, I sat down with him. I said, "This here's the...Here's the bylaws," you know and so...Well there were three words in the bylaws, as I recall, three words that, that he didn't like. And the words he suggested were Tweedle-dee for Tweedle-dum, in each case.

EN: Hm-hmm.

AS: And he was nasty to me. I mean, he was...And I thought, you son of a bitch. I'm a full professor, you're not gonna...He said, "Well, we don't, you know we don't need to, need the school of social sciences." And I said to myself, you know you talk to me like that. And I'm gonna give you back just like I'm getting. And I said, "You know there are people on my faculty who think we don't need a President, too."

EN: Yeah.

AS: And so it went. And at one point on these Tweedle-dee, Tweedle-dum differences, I said, "Jeez tell me what's the difference between this word and that word. What's the difference between the meaning..." And he said, "Oh, I don't know." He wasn't angry with me, but he was being mean.

EN: Hm-hmm.

AS: And I walked out of there, and I remember I walked over to the Peck building and I went right to Bob, I walked...I found Bob Campbell.

EN: Hm-hmm.

AS: And Bob was a little bit of mentor...

EN: Yes.

AS: ...and a soulmate and so forth.

EN: He was such a nice guy.

AS: I said, "You know what that son of a bitch did?" And I just sort of, I told him what happened. I said, "I went over there and he treated me like crap." And I thought, you know, that you know, that's gonna be....The upshot of that was the next time I saw him, he was hail fellow, "Hey how are you?" and so forth. He accepted the three words that he had been objecting...I don't know still what he did, except he had this need to...I don't know, play games with me, is the only way I could see it, you know. And the only reason I find it interesting is because it sort of fleshes my image of Lazerson, you know. He really was a complicated guy. He really...You know, there were people who really felt that he was, was dishonest or duplicitous and so forth, and who really disliked him. I...I...Even despite that, you know, since I sort of realized, that...that wasn't the core of his...I appreciated being appreciated by, you know.

EN: Yeah, hm-hmm.

AS: But he was a complicated guy.

EN: Hm-hmm.

AS: And uh...you know...I don't think...Those were not the happiest years of the university. And uh...Despite the fact that they were interesting to me, 'cause he was kind of fun to watch as a political scientist...

EN: Yeah, uh-huh.

AS: ...kind of watching politics at the university take place.

EN: Hm-hmm. [Pause] Well, do um...So you suggest that he, he seemed to have a need to be the ruler?

AS: Well, I think that...

EN: Uh-huh.

AS: ...Yeah, that clearly is the case. As I said...that isn't that...I guess with my values, that is a criticism.

EN: Hm-hmm.

AS: I mean I would criticize myself if I thought that I had...

EN: Uh-huh.

AS: ..to be that way. But I don't mean it as a criticism of him.

EN: Uh-huh.

AS: But rather as an evaluation of him. I mean, I think that is a... He was a strong leader kind of guy.

EN: Uh-huh.

AS: And uh...

EN: And sometimes this, this went beyond the needs, the rational needs of the situation?
[Crosstalk] There were times when he had to exert leadership to deal...

AS: Yeah, yeah...

EN: [Crosstalk] ...with fluff. But this wasn't...

AS: Yeah, I... yeah...

EN: [Crosstalk] ...But there were times where he...

AS: But I don't have any real good story to tell you ...

EN: Hm-hmm.

AS: ...where he did show a kind of ruthlessness that only was because he enjoyed doing it, you know?

EN: Hm-hmm.

AS: I mean playing with me uh...I don't put into...That was just [Chuckles]...

EN: Uh-huh.

AS: And in fact, in retrospect, it was kind of interesting, you know?

EN: Uh-huh.

AS: It was um...I don't think, well...But uh...I would not, I would not claim to know him and to, to feel befriended with... I mean there's a distance and a kind of a uncertainty about him that I never had with Earl Beard, for example.

EN: Hm-hmm.

AS: Now Earl Beard, whose judgement I trust, really, really thought highly of Lazerson, of course. But um...you know, I don't know anything about that.

EN: Hm-hmm. Well, did you Nancy Belck?

AS: Hm-hmm.

EN: You were chair for a very long time...

AS: No, I was chair...

EN: ...in the '90s. Most of the '90s when you...

AS: ...I was chair for about four...For two terms, I don't know how long it was. Two year terms or three year terms. Um, she was, she was...I don't know how, how, where I was placed, but I tell you I was impressed with her when she came, because she went down into the cafeteria...

EN: Hm-hmm.

AS: ...Buy herself some lunch and sit down with a group of faculty members and say, "Hi, I'm Nancy Belk," you know. Alone. She didn't bring her coterie of lieutenants...

EN: Uh-huh.

AS: ... and so forth. And I really appreciated that. Uh, I thought that was...

EN: Hm-hmm.

AS: ...that was...Well I was Chairman when Sam Pearson retired, right?

EN: That's right.

AS: And she was President, I remember that.

EN: Uh-huh.

AS: So, uh...And uh, I don't have much, much recollection. I mean I heard uh...a little bit about her battles with David Huntley and hanging of art in the President's office and so forth. And uh...I heard of course...Well, I will tell you an interesting story about Nancy Belk.

EN: Hm-hmm.

AS: For whatever reason, Astrid and I were invited over to Jim Young's- was it Jim Young? It was Jim...who was, who was her lieutenant who went with her to Nebraska?

EN: Jim Buck.

AS: Jim Buck. Jim Young was a college, a fellow college student. Jim Buck, yeah. It was...There was a reception at Jim Buck's house for David Huntley, when David retired.

EN: Hmm.

AS: And there's a story there that's kind of interesting 'cause...Belk, President Belk and...

EN: Yes.

AS:...Huntley had more than a minimum of problems. And Huntley certainly didn't have any difficulty uh...trumpeting those stories. But anyway, there was a party there, a reception for him to which we were invited, much to my surprise. I remember Ernie Scheske was there as well, for whatever reason. But uh...we walked in and I don't think I had been there five minutes, but what uh...Buck took me aside.

EN: Hm-hmm.

AS: And started talking to me about Belk versus - what was the name of that six-foot ten guy that got rid of her? The system President.

EN: Oh, uh Ted Sanders.

AS: Sanders.

EN: Yeah.

AS: Well, Buck told me that, that Belk was hired to be chief administrative, chief what...

EN: Hm-hmm.

AS: Chief policy maker. I don't remember the terms that were used. But she was chief executive officer...

EN: Hm-hmm.

AS: ...at the university. And Sanders had reduced her, of course, to being, just you know...

EN: Hm-hmm.

AS: ...number two in the chain of command.

EN: Yeah.

AS: And this was before Belk had her other job.

EN: Uh-huh.

AS: And uh, but he was, he told me that, you know...And the interesting thing was, I don't know why he told me. Uh, because I, you know I wasn't...

EN: Hm-hmm.

AS: ...I wasn't anybody in the university, except a faculty member who'd been there for a long time and had been involved. But he clearly was getting the story out, at least I interpreted it to be getting the story out about this, this, this tension.

EN: Hm-hmm.

AS: I don't know anything about Sanders except what I read in the papers. I never had any contact with him at all. Uh...But...I...

EN: He didn't get along well with women, you know?

AS: Well, I mean, he surely didn't get along well with Belk. And I...

EN: Joanne Arbinger [phonetic] went down at Carbondale, and she was great. She was really popular.

AS: Yeah, that's right. I remember that. But uh...I thought that Belk was a breath of fresh air.

EN: Hm-hmm.

AS: I don't have any, any uh...real evidence to show that she did the university great honor or...

EN: Hm-hmm.

AS:... achieved great things here. But I liked the way she approached uh...the circumstance, both this approachability to the faculty rather than working through her Vice-Presidents and uh.... advisors.

EN: Hm-hmm.

AS: Uh, and um...you know, she was a little person against this big guy trying to bring her in. And, and so I... you know, I sort of lamented her departure.

EN: Hm-hmm. And then David Werner was President when you...

AS: Yeah, I don't...

EN: ...retired.

AS: You know, I know David, of course, from because he has been here forever and uh...

EN: Hm-hmm.

AS: And uh...Oh, I've got another Lazerson story to tell you that involves Warner tangentially. I've always thought that David Warner was a real nice person.

EN: Hm-hmm.

AS: And I think that you could take his word to the bank every time.

EN: Hm-hmm.

AS: And um...But he was basically at the end of my career.

EN: Hm-hmm.

AS: I don't really have much input about that. But there was a funny thing happened, must have been 199...4?...

EN: Uh-huh.

AS: Somewhere around in there. Lazerson was at, we were at a party somewhere and Lazerson was there. And he, he said to Astrid, "You tell Art to come and see me." And Lazerson had already announced his retirement. It was 1993, I think.

EN: Hm-hmm.

AS: And so I duly went over to see him and he said, "Listen," he said, "I want you to go to Europe for me. I want you and Astrid."

EN: Hm-hmm.

AS: And so, uh...He had been for the first time in his life, I think. He's a Lithuanian, ex-patriot...

EN: Hm-hmm.

AS: ...a Lithuanian Jew who's family left Lithuania...

EN: Hm-hmm.

AS: ...in the tumult of the, Europe in the '30s, '40s, '50s, whenever. And he went back and he went back partly as President. And he went to some place where there were East European academics. And as best I can make out, he talked to these people about, somewhere post, post opening of the wall post breakup...

EN: Uh-huh.

AS: ... of the USSR.

EN: And talked to them about exchange programs.

EN: Hm-hmm.

AS: And he somehow must have felt obligated to pursue the promise of establishing cooperative...

EN: Hm-hmm.

AS: ...or exchange programs with these people. So he called, he mentioned first to Astrid had me come in. And he's already leaving by the time he calls me in.

EN: Uh-huh.

AS: He's gonna be gone by the time...

EN: Right.

AS: ...this trip is gonna be completed. And he wanted me and Astrid to go see, he gave me four names. One of which was...

EN: Hm-hmm.

AS: a Latvian. Minister of Education in Latvia.

EN: Hm-hmm.

AS: And Astrid as it happened was going to Latvia.

EN: Hm-hmm.

AS: For her own professional reasons. And, and... of course she speaks Latvian...

EN: Hm-hmm.

AS: ...so she would have had an obvious connection over that guy. The other three were Russians. And I don't speak Russian.

EN: Hm-hmm.

AS: And he gave me their cards, and he said, "I want you to go see this people..."

EN: Hm-hmm.

AS: ..."and talk to them about [Chuckles], about exchange programs." Well, I said, "That's all well and good. How are we gonna get there?" And so he agreed that the university would pay our way. Well, in the end, the foundation paid, 'cause it was, it was more than...And the thing that was amazing to me was, you know I've travelled in the university business as a faculty member and...

EN: Uh-huh.

AS: ...husbanded my fifty bucks here and my seventy-five dollars there.

EN: Yeah.

AS: I didn't know how much this was gonna cost to St. Petersburg and it was chaotic and so forth. Well, so uh, in any case, he gave me the telephone numbers and the addresses and the cards of these four people and I wrote 'em a letter.

EN: Hm-hmm.

AS: You know, President so-and-so, and I'd like to visit you and so forth. I never got an answer from these guys.

EN: Hmm.

AS: And uh, I wrote again. And I... Six months before I was gonna go, I was going anyway. I had a grant to go to the....

EN: Yeah, I remember reading about that.

AS: And Earl arranged to pay the bill and so forth. Well, I had a friend, a communist friend in East Berlin who was a... had spent ten years in St. Petersburg, going to school there...

EN: Hm-hmm.

AS: ...married a Russian and so forth. And he had friends, and he, he personally was in Petersburg at the right time. And he looked these people up for me.

EN: Hm-hmm.

AS: And they said, basically, you can, you can go. Or we'll receive them. They'll receive me.

EN: Hm-hmm.

AS: I never heard from them. I'd faxed, and this was when faxing was...

EN: Yeah.

AS: ...just in its beginning and so forth. And I never heard from them. Astrid...And I had my ticket, I didn't know whether...

EN: Uh-huh.

AS: ...I was worried about being robbed if I carried cash.

EN: Yes.

AS: She looked up this guy, and she told me he's singularly unimpressive. And, and uh... I went to Berlin, which is where I was gonna work, and then from there I went on to Riga. And we did have one really good fortune. This Latvian contact that Lazerson had given us put us in touch with a Dean and a Chair at the Riga Technical University or something like that. It was called, not Riga University but it was a technical school. And these guys were really nice.

EN: Hm-hmm.

AS: And they spoke English enough so we could communicate. And as it happened, there was a conference that was paid for, basically I think, by the US State Department in Tallinn, Estonia...

EN: Uh-huh.

AS: ...about cooperation between East and West higher education. And these guys said, "Why don't you come along with us?" So we took the bus, you know, and we went to Tallinn. And there I met the State Department guy who got us plugged in and...

EN: Yeah.

AS: ...we stayed at the unit and so forth. And that was really interesting and gave us, gave me a lot of ideas about cooperation.

EN: Hm-hmm.

AS: Unfortunately, my visa I screwed up to go to Russia. And we were gonna take the train to, from, from Tallinn to St. Petersburg.

EN: Hm-hmm.

AS: And at the border, I got thrown off the train because I didn't have a valid visa.

EN: Hm-hmm.

AS: And by that time, I was so sick of these Russians who wouldn't answer...

EN: Hm-hmm.

AS: ...and I said, "That's it. That's it." And I had already checked in, I talked to people in Berlin about exchange programs, and everybody had the same problem. I mean, there was...

EN: Uh-huh.

AS: ...there was just no, there was just not an opportune way. So anyway uh, we went back to Latvia uh...instead of on to...I pulled Astrid. It was two o'clock in the morning.

EN: Uh-huh.

AS: [Intelligible] is just absolutely a sand dune. And uh... [ES laughs] It was like being in a gulag, I mean almost, you know. And I was sick to my stomach in the train. People came through and took my money from me. I mean it was just really a zoo. And I knew they didn't want to see me. I didn't want to see them. And uh, I basically...My wife could have gone on. Her visa was okay.

EN: Yeah.

AS: Mine wasn't. And uh, you know, I said, that's it. I just made a snap decision, but I had to justify what we did.

EN: Uh-huh.

AS: And I wrote uh...I wrote a report, glossing over my problems and my implication in them. I should have been more careful about my visa. Uh, but uh...in any case, I made some good suggestions, but I realized that you know Lazerson was gonna be gone. This was just... Somehow he felt, maybe he wanted to give me a free trip to Europe, I don't know. But uh, the program wasn't gonna go anywhere, you know?

EN: Uh-huh.

AS: And uh, my proposal...I don't remember exactly what I wrote, but it you know...My basic idea was, it really depends on having the right individual.

EN: Uh-huh.

AS: Because our university isn't a big enough institution...

EN: Hm-hmm.

AS: ...or prestigious enough to launch a full-scale, you know, program that is structured with, with secretarial staff and office space and so on. But some guys gotta say, "You know I've got this connection..."

EN: Hm-hmm.

AS: "...in Kuala Lumpur or wherever. And we could setup an exchange program here and a few of our students might go there and you know."

EN: Uh-huh.

AS: So that was sort of the thrust of my argument. But in this, I have to tell you that, come back to Werner. Werner, of course, was the academic Vice-President at this time. And at one point, talking to...I couldn't figure out what Lazerson wanted, see, 'cause you know it didn't make any sense to me [Chuckles] to go over there.

EN: Yeah.

AS: So, he said well go talk to the...You know, I didn't know money or anything like that. And he said...

EN: Hm-hmm.

AS: "Well go talk to Werner about all this stuff."

EN: Uh-huh.

AS: So, I made an appointment to see Werner and I said, "You know, I don't know how much you know about this, but he's asked me and Astrid both to go as university representatives and I don't know what we are supposed to do exactly."

EN: Uh-huh.

AS: And Werner looked at me. He kinda laughed, and he said, "I thought you were the guy who was gonna tell me."

EN: Oh.

AS: And... but Werner organized it so that, you know, I think I asked for and got a cash advance of \$6,000. Uh, you know for two people...

EN: Right.

AS: You know, I didn't know whether I had to pay \$500 a night or what for a hotel in Petersburg.

EN: Uh-huh.

AS: I mean, you know, I accounted for all the money. We didn't make...They paid for our...It was one of the problems was that the, because of this our airline tickets would be more expensive than, than the cheapest ones because we'd be there too long or something like that.

EN: Hm-hmm.

AS: And Lazerson said no problem. So the money came from the faculty, from the uh... the foundation, because the university requirements could not be met.

EN: Uh-huh.

AS: And so, you know...in all of that, Werner struck me as being very much, you know, well we gotta humor this guy, he's on his way out. And he said...he didn't make any trouble for it, even though...I always felt a little bit guilty about it, you know. 'Cause it was clear to me that it wasn't going anywhere.

EN: Uh-huh.

AS: And it should have been clear to Lazerson. And I still don't know really what was involved in it, but uh... I did my best at least, up to a point...

EN: Hm-hmm.

AS: I thought, in fact, even beyond, above and beyond the call of duty.

EN: Uh-huh.

AS: But on the other hand, they did pay our flying and traveling expenses. See, I had a grant from the Germans, but I had to get there myself. So I mean it was a thousand bucks...

EN: Uh-huh.

AS: Uh...

[Long Pause]

EN: Mm. That's really interesting.

AS: Yeah. [Chuckles]

EN: Yeah. That's very interesting. Well, I asked you about turning points in the history of the university. I'm looking back at my list here. [Paper flips] I don't know have a form letter. I try to ask...

AS: Yeah.

EN: ...people different questions.

AS: But you know I...

EN: ...things I think that they would... I asked you about turning points in the history...

AS: I've never, I've never thought about turning points...the university...

EN: It's kind of [unintelligible]

AS: ...I always thought of it as progression. But certainly, it was a fundamental difference when we moved into the campus...

EN: Uh-huh.

AS: ...the new campus. That'd be one. And I think it's fair to say that, that when we were brought up... Kochman I'm sure was President at the time, or Chief Academic Advisor or Officer, I don't know. He was a Chief Campus Official, so when he was Acting President or whatever, I'm not sure. But you know, we were brought up suddenly against the new financial circumstance.

EN: Uh-huh.

AS: And uh, I was caught in it, in the sense that there was, I was still in my China period and I was looking into the possibility of going to Taiwan. And there was some possibility that the university could help me do that to study Chinese.

EN: Hm-hmm.

AS: And it was sometime early in whatever year it was, early in the calendar year, January, February, that uh...you know, the word came down you're not gonna get any money for someone to go to Taiwan to study.

EN: Hm-hmm.

AS: And that to me is sort of the turning point and when we moved from having more money than we knew what to do with...

EN: Uh-huh.

AS: ...and not having enough money to even sustain the programs we had.

EN: Uh-huh.

AS: I mean, in the earlier period, I remember once Earl Beard told me that he was told by the Vice-President's office that there was 'x' dollars available and we had to go out and hire new faculty.

EN: Uh-huh.

AS: It was the end of the academic year and you know we had to spend this money, or we'd lose it.

EN: Hm-hmm.

AS: As opposed to, you know, not refilling...

EN: Yeah.

AS: Refilling positions that were vacated. So that would be a second kind of a turning point, uh, but uh...I mean, minor turning points with each passing Chief Administrative Officer or Dean. But I mean to me it was always, you know, above up here there may have been turmoil or change...

EN: Uh-huh.

AS: But down here things worked pretty much the same way. And it always struck me as being the case, that while we faculty saw the, you know, the sky is falling always... [EN laughs] It seldom did, if ever. [EN laughs] Ultimately, I realized that that was the case and I, I didn't worry too much about it.

EN: Well, are there any other themes you would like to...

AS: I don't....

EN: ...develop?

AS: [AS laughs] I don't , I don't uh...No, no. I haven't said anything about Pearson as Dean. I mean I had pretty lengthy uh...experience with him. I was chair for quite some time under him as, as Dean. And I have somewhat ambivalent feelings about him. I mean, I always felt that I could say to him what I thought, and I did say it. I had some real serious arguments with him. And I always felt that uh, that he respected what I said and listened to what I had to say. But he never decided the right way. And uh, I think he did favor some departments over others.

EN: Hm-hmm.

AS: And in particular, I think that he always favored this offshoot program that is currently run by Carr, and was initially Hostetler and Donley [phonetic] were over there.

EN: Hm-hmm.

AS: And uh, their, their program was, I think, was always un...was...was...elevated above ours.

EN: Mm.

AS: And uh, so you know I liked Sam, and I would never have...McCurry occasionally did things that I thought were just, just tricky or wrong or sneaky. And uh, I wouldn't quite say that about, about Pearson, but...but uh...I had my problems with him, I must say, but they never were personal. I have to tell you one story, Norman may have told you [EN and AS laugh]... It was kind of... Pearson was, was reputation the most compliant of the Deans under Teeters.

EN: Hm-hmm.

AS: And uh, we certainly as Chairs used to kinda feel that way.

EN: Hm-hmm.

AS: I remember one time, it happened in, in early calendar, March or January, February, something like that, we got a letter asking us to uh, justify our use of resources or something. I don't remember exactly what it was. And Paul Gastin [phonetic] was, was the guy working for Teeters at that time. And we considered him Teeter's minion, just as Teeter's was Earl's minion. And uh, couple of months after I got this, this letter asking me, you know, requesting me to answer a whole series of questions about resource allocation, program, I don't know what all was involved. But it was a typical...

EN: Yeah.

AS: ...kind of a thing that administrators ask Chairs to do. And I did a serious job. And so about two or three months later I got a letter down from, through the Dean, from, from Paul Gastin asking for essentially the same thing. And, it just irritated me.

EN: Yes.

AS: And so, I wrote a memo back and I sent it through Pearson of course. And I said, you know, "I wrote, I filed this, or I attached the memo, I attached copy of memo sent to you on March 3rd or whatever, saying these...or you can read, please read attached where I answered the questions you're asking here again. I don't know what else to say. But I am a good and loyal bureaucrat," I added, "and if you want me to write some mumbo-jumbo..."

EN: I kind of remember seeing this...

AS: And I used the phrase 'mumbo-jumbo.' "If you want me to write some mumbo-jumbo, I'll do my best." [Chuckles] Something like that. I sent it on. [Both laugh] Pearson was in my office about twenty seconds after it was sent to his office. And he was exercised. And he said, "You can't send this." And I said, "Why not?" I said, "It's the truth. I mean, what else can I do?" And he said, "Well..." And I finally said to him, "Look, I'll not send it, if you're telling me that my sending it is gonna hurt you. It's gonna be damaging to you, I won't send it. But I'm sending it for myself. And that's what I think." And he said, "Well you gotta write, you know..." And I said, "I don't know what to do." And he said, "Well some of the others have done it."

EN: Hm-hmm.

AS: So, he said, I said, "Well, let's go down and look at the reports that they've written." And I remember, I looked, I think it was Charles Henson's, and I read it to him. And I said, "Look at that. Just what I said: mumbo-jumbo." And he didn't answer me. [Chuckles] And it ended, I did not write another memo. And I don't know what ever happened. I never heard another word about it, from either Gaston or anybody else. But uh, it did...It gave me a great pleasure [EN laughs] to make Sam a little irritated in his willingness to go along with the stupid game...

EN: Uh-huh.

AS: ...that they were playing. I don't really know why it was required.

EN: Hm-hmm.

AS: Or what its purpose was. But I was quite serious, except of course I was smart ass about it, intentionally so...And you know, Sam was quite uh...generally disliked in our department.

EN: Hm-hmm.

AS: I mean, almost...for various reasons, and I don't, you know, I don't need to get into them.

EN: Hm-hmm.

AS: But basically, my department members, almost to the last person, felt that he either did not respect the work of our department members or that he was a sycophant. Or they just disliked him. I mean, there are members of my department who feel, now that they're gone, they're retired. They really feel that the university did not treat them properly.

EN: Hm-hmm.

AS: And they think that about others. And that's a whole, that's a whole other issue, and, and it raises that whole question of what's the relative value of someone who publishes a worthless article once in a while versus someone who doesn't, and is a super teacher...

EN: Good teacher, Hm-hmm.

AS: And uh, we had people in the department who were uh, certainly not lightweights...

EN: Hm-hmm.

AS: ...in the discipline and not lightweights intellectually who retired at less than full professor because of publication deficiencies.

EN: Hm-hmm.

AS: And they resented it, especially when people who were full professors...

EN: Yeah.

AS: ...didn't carry their water, you know, their own water.

EN: Yeah.

AS: So, there was that. I mean I certainly wouldn't have considered myself to have been an enemy of Sam nor do I have hostility toward him, but uh...in fact, I respected him...

EN: Hm-hmm.

AS: ...with some limitation. So...um...

EN: Well thank you very much.

AS: Okay. [Recording ends]