

David Steinberg, Professor of History
Transcript of Interview for the History SIUE Oral History Project
Interviewed by Ellen Nore-Nordhauser
March 29th, 2006

EN: It's Wednesday, March 29, 2006. This is Ellen Nore. I'm interviewing Professor David Steinberg for the SIUE 50th Anniversary History.

DS: So, ah, I start.

EN: Yes. Mm-hmm. So ah go ahead, I'd like to know your reasons for coming to SIUE, and why did you stayed after you became a notable administrator?

DS: [DS laughs] Um, I came in 1972. [DS Coughs] I'd been at Washington U [Washington University, St. Louis] for five years in the School of Engineering Faculty. And um basically, the School of Engineering at Washington University was primarily interested in grantsmanship and research. They didn't really care about teaching. I had won two teaching awards and was...

EN: Uh-huh.

DS: ...writing textbooks. Um, was publishing some other things, but I was focusing on textbooks, and they didn't really care about that.

EN: Oh.

DS: Um, and there was an opening in the Math Department here, so I applied for it.

EN: Okay.

DS: Actually, Earl Lazerson was the Acting Chair of the Math Department...

EN: Mm-hmm.

DS: ...his very first administrative duty that year...

EN: Uh-huh.

DS: ...and so he's the one who hired me. Uh, I stayed because I knew the mission here was to focus on, on excellence in teaching...

ES: Yes.

DS: ...and that was something that was really valued here. It wasn't just lip service, um, but they did allow, they did encourage and allow, um, ya know research to go on and created the conditions under which it could.

EN: Mm-hm.

DS: So, I thought it was a really good match and a good mix of, I guess the university mission and my goals.

EN: Yes. Um.

DS: In terms of staying, I mean, I, I, you know, I liked it here.

EN: I think you're right.

DS: We, we know that many faculty came here thinking it would only be for one or two years, or three years or four years...

EN: Yes, many.

DS: ...ended up staying for 30 or 40. And so, [DS laughs]...

EN: Right, that's.

DS: ...I wasn't unusual in that regard.

EN: No. Um, did you know John Rendleman, at all?

DS: Well he, he was the President...

EN: Uh-huh.

DS: ...when I came. Uh, and he liked to meet with individual department faculty.

EN: Uh-huh.

DS: So, he would have meetings in a classroom with just you know, each Department separately. So, we, I did have some interaction with him...

EN: Mm-hmm.

DS: ...but just on that level. I didn't really know him personally.

EN: Uh-huh.

DS: Um, he was probably really good for the University at that point, because he was well-connected at the State level and you know was politically astute.

EN: Yes.

DS: And also, well again allowed the, the academic mission to flourish. He didn't really try to mix into that.

EN: That's right.

DS: Eight years later, Lazerson went from being Acting Chair to President [DS laughs].

EN: Yes, well he actually went from Acting Chair, to Chair, to Provost.

DS: to Dean, to Provost

EN: Yes to Dean, to Provost.

DS: A Dean was like two years, I mean each was like

EN: Yeah two years [DS laughs]. Yes, he so he...

DS: It was like an elevator instead of an escalator.

EN: Yeah [EN laughs]. Well, did you, um, now when, when Earl Lazerson was President, you were Chair of Math right?

DS: No. I was never Chair of Math.

EN: Were you never Chair of Math?

DS: No, I avoided, I managed to avoid that, um...

EN: You became it

DS: I did vow...I was willing to do it...

EN: Uh-huh.

DS: ...but I was never selected to do it. Never did that [DS and EN laugh]. That was the one thing I didn't do. I was...um, President of the local AAUP [American Association of University Professors] Chapter and of the Faculty Senate.

EN: Yes. Uh-huh.

DS: I was the first Director of Assessment.

EN: Yes.

DS: And Associate Dean. But never Department Chair.

EN: Yes, you were Director of Assessment for just one year.

DS: Yeah, a year and a half.

EN: A year and a half?

DS: Yeah, well they probably didn't...I was still President of the Faculty Senate when I was appointed, for my last half of my um term of Senate, I was also Director of Assessment.

EN: So, that was '91?

DS: Uh, '80, uh, '90, think.

EN: '90. '90?

DS: '90. Yeah, the ah. let's see, actually, it was... yeah, the um, January of 1990.

EN: Ok.

DS: Through June of 1991. I was Director of Assessment, and then I was appointed Acting Dean of Sciences.

EN: Uh-huh

DS: So, I had to step, step aside as Director of Assessment.

EN: Uh-huh.

DS: I didn't know how long that was gonna last. Initially, I didn't leave the post until Louisa Bowen was appointed Acting Director of Assessment.

EN: Yes.

DS: For about one and a half years.

EN: While you were acting Dean of Science.

DS: Yeah, and I had been Acting Dean for four years until they created the CAS [College of Arts and Sciences] [DS laughs], [EN laughs].

EN: You were Acting Dean for four years?

DS: Yes.

EN: [EN laughs] guess I always thought you were Dean. I never, I know I've, I've looked at my notes and I have that in there, but I...

DS: We did have, Donal retired in 1990...

EN: Uh-huh.

DS: ...[clears throat] and, we had done a search, but it failed.

EN: Uh-huh.

DS: Well actually, um let's see, he I guess by the time he retired they didn't do the search at first, and so Shanker Nair was appointed...

EN: Uh-huh.

DS: ...Acting Dean for, the year '90 to '91, and then we did a search for, for a permanent Dean, uh, and it failed. At that point, Earl was considering creating a College.

EN: Uh-huh,

DS: So they didn't re-, they didn't re-initiate the search.

EN: Uh-huh.

DS: And Nair, and uh, [EN laughs] Shankar Nair went on leave, on sabbatical. So, he only served as Acting Dean one year. Then, they appointed me Acting Dean. He went off to India to do some research [DS laughs]

EN: Uh-huh.

DS: And uh... so, you know it was just from year to year, then ya know [EN laughs]. But a year's one year or so of that, it became clear that they were not going to do a search.

EN: Yeah, okay.

DS: They were just going to do a holding pattern until they created the College.

EN: Aw, oh, because people always refer to you as the Dean, not the Acting Dean.

DS: Yeah, well.

EN: And they have very good, positive things to say.

DS: Well, was never actually chosen [EN laughs] by the faculty. I was imposed - from above.

EN: [DS and EN laugh] Well, that was kind of the Earl Lazerson did things wasn't it?

DS: Well, it was Werner actually.

EN: Oh, Dave Warner?

DS: Because he was the Provost.

EN: That's right he Provost after July '86. Right?

DS: Yeah. Well, I guess he consulted you know. I actually had been in that failed search, but...

EN: I think he did, oh

DS: ...I was not one of the people selected. Ah, by, by the search committee [DS laughs] actually, so um. but he decided it anyway [DS laughs].

EN: Yeah, why not? Uh-huh, um later, that, that happened to him, when he became Acting Chancellor. Sometimes that's for the best.

DS: The tragedy was that Don Meyer you know, had stepped down as Dean. He was planning to remain on the faculty for about three or four more years...

EN: Yes

DS: ...and then retire, but he died, two months after stepping down as Dean.

EN: Yes, he, he died of some sort of tropical thing that he had gotten?

DS: Well, the day he would.. stepped down as Dean, June 30, he flew out to uh, I think it was Venezuela. He was doing research. He had a research arrangement set up. And the very first day in the lab he had some kind of stroke, and his colleague down there.

EN: Uh-huh.

DS: You know, noticed that he wasn't responsive. And they um put him in the hospital and sent him back here fairly quickly I guess. He was in the hospital here for a couple of months. He was...actually improving. He had this, he had this bizarre cough they couldn't figure out.

EN: Uh-huh.

DS: But he was improving. And they were. They were actually gonna discharge him from the hospital when he suddenly died of it. Um, it might have been a clock or something, but they were actually going to discharge him from the hospital when he died.

EN: He must have been a very lovely person.

DS: Yes, he was.

EN: Yeah, people seem to remember him and [Meyer] Arboretum with great affection.

DS: Yes, he was. The Arboretum was named for him because that was one of his pet projects [DS and EN laugh].

EN: Uh-huh. So, so you did. You became Dean or Acting Dean of the School of Sciences as a, at a point where University was really changing the calendar and moving toward...

DS: Right.

EN: ...the college...

DS: That's right, the calendar change into [from quarters to semesters] those were [EN sighs] I guess, two of Earl's big initiatives...

EN: Yes.

DS: ...were the calendar change and the semester conversion...

EN: Uh-huh.

DS: ...and the calculations of the College of Arts and Sciences.

EN: Uh-huh.

DS: Um, but prior to that I like said his biggest contribution probably was in his uh, wizardry in budget and finance...

EN: Yes.

DS: because we were going through some massive retrenchments during the '80s. The State was slashing our budget, um...

EN: Yes.

DS: ...we had to really retrench our numbers of faculty. The number of faculty positions really shrunk...

EN: Uh-huh.

DS: ...but enrollment didn't shrink.

EN: Yes.

DS: And uh, he had to manage all of that, and I think he did a really good job, even though you know some of his views weren't necessarily popular...

EN: Mm-hmm.

DS: ...but I think they were, I think it was probably a really brilliant...

EN: Uh-huh.

DS: ...managing of a very bad situation...

EN: Mm-hmm.

DS: ...and he brought us out of it. So, that was, those were probably his strength. His, he wasn't really good at dealing with faculty morale issues. Like, I don't think he quite understood...

EN: Mm-hmm...Yes [EN laughs].

DS: ...what, what it was about and what he needed to do, and that frustrated him, but he...

EN: Uh-huh.

DS: He didn't really know what do about it. Nancy Belck came in, and that was her strength. She built up morale, you know, almost overnight.

EN: Mm-hmm.

DS: It was actually pretty impressive. I remember meeting a couple of uh, our senior colleagues, who were all very cynical...

EN: Yes.

DS: In the [EN laughs] reception line, in one of the holiday receptions...

EN: Uh-huh.

DS: ...they, they uh confessed uh, [EN laughs] that they were now back with the, back with the program and that they thought she was doing a great job, and uh...

EN: Yeah.

DS: She managed to erase a lot of that cynicism.

EN: Uh-huh.

DS: Then, Werner came in...

EN: Mm-hmm.

DS: ...and he shifted the emphasis back to uh, academic matter and so, it was a kind of interesting, you know, progression. Um, and he had been denied the Chancellorship before it was still his Presidency [papers rustling noise] ...

EN: Yes.

DS: ...when Nancy Belck came in...

EN: Yes, uh-huh.

DS: Um, probably one of the strange one, well, stranger mistakes uh, that one of our search committees made...

EN: Uh-huh.

DS: ...was they eliminated Werner as a candidate...

EN: Uh-huh.

DS: ...right off the bat, which really hurt him.

EN: Uh-huh.

DS: But I thought, he deserved to be a legitimate candidate.

EN: Mm-hmm.

DS: He'd been Provost for quite a while...

EN: Yes, it's...

DS: ...I think he may have been eliminated partly because some pep-, as a backlash from Lazerson, ya know, but uh...

EN: Uh-huh.

DS: ...many people necessarily perceived that he was his own person because as the Provost has to be loyal...

EN: That's right.

DS: ...um [to the President] ...

EN: That's right.

DS: ...I think that, that may have been one of the main reasons, but uh, I think that on-the-whole, I think it worked out well because he learned a lot from Nancy Belck.

EN: Mm-hmm.

DS: About morale issues, and things like that, that, you know, he you know really didn't learn under Lazerson.

EN: Yes [EN laughs]

DS: Werner, one of his strengths was lack of ego. He never let, you know.

EN: Yes.

DS: Get in the way of...

EN: Mm-hmm.

DS: ...rational decision-making, and he was a really good problem-solver...

EN: Mm-hmm.

DS: ...he knew how to think things through. He was great for, you know, the Deans to go in and bounce ideas off him and get help.

EN: Collegial.

DS: Yes, uh.

EN: Uh-huh

DS: And, and he you know, was supportive of the faculty.

EN: Yes.

DS: In the past...

EN: UPBC [University Planning and Budget Council].

DS: ...there had been perceptions by the faculty that the central administration viewed the faculty as the enemy [DS laughs].

EN: Yes [EN laughs], well.

DS: Real or not, that was a perception and...

EN: Dan Corbett said in his interview that, that UPBC really became a democratic, more democratic institution for planning um, somewhat under Nancy Belck, but especially under David Werner, that he really...

DS: Yeah, see...

EN: ...used it, and it.

DS: It was a creation of Lazerson's.

EN: Yes

DS: When, when I first came, the the governing structure was a University Senate [EN laughs] and it had...

EN: Yes.

DS: ...Faculty, Staff, and Students. It was...

EN: Uh-huh

DS: ...one [governance body]. And then, somewhere early in Lazerson's term as President, [EN laughs] ah, it was decided to split it into three. One of the reasons was that you couldn't... some of the students wouldn't come to all of the Meetings you know.

EN: Uh-huh

DS: You had something like a Curriculum Council, with faculty, staff, and students, but a lot of the students weren't interested in some of the mundane, nitty-gritty curriculum matters. They weren't going to miss it on the big picture ones, but for approving courses and that stuff, they had trouble getting quorums and...

EN: Yes [DS laughs].

DS: So, it was decided well you know, some of, a lot of issues, their major, or interests are different, so let's have three separate senates. Ah, actually, I was one of those who helped write the constitution and by-laws...

EN: Oh, really?

DS: ...for the Faculty Senate. I along with Rosemary Archangel and there with a couple of other people. And um, but Lazerson, one of the Councils [of the University Senate] had been the Budget Council and he didn't want the Budget Council to be part of the Faculty Senate because he thought that should be broader. And so, he forced the reorganization of this separate body.

EN: Okay.

DS: And so, he created that would still have faculty, staff, and students on it.

EN: Uh-huh.

DS: And administrators he had all his Vice-chancellors and Vice-presidents and other things served on it also. Um, yes, but you see it had much more real involvement when Werner took over.

EN: Yes, well.

DS: I, I served on it under the old system...

EN: Uh-huh.

DS: Because under the old system when you were Senate President you were, you were on it. [EN laugh] Actually that was the new system, that was, that starts the new one. But it was.

EN: So, you were on the first UPBC?

DS: Oh yeah, I would say at least one of the first.

EN: Yeah one the earl- one of the ones in the...you were Faculty Senate President '89 - '90.

DS: Yeah.

EN: Yeah.

DS: And UPBC had been created sometime in the 80s, I think.

EN: Uh-huh right...And so you were one the second or third probably.

DS: Something like that...

EN: Yeah, mm-hmm. One of the tasks I had my year as Senate President was to slow down the calendar conversion you know.

EN: Uh-huh.

DS: Earl wanted to just [EN laughs] *do it*, and we argued that it really takes more deliberation to figure out the details. Um so, he agreed to slow down the process by, I guess, by one more year. It really helped a lot because it gave departments time to think through how their curriculum would be affected and how to make the changes, instead of just mapping it.

EN: Uh-huh.

DS: Haphazardly. And a byproduct was a lot of departments took the opportunity to really revamp their curriculum quite a bit, instead of just moving course a course here and from quarters into semesters. So uh, and and we had to do Gen. Ed. too and revise Gen. Ed. Um, and that didn't get revised in a major way, but still, there was some [EN laughs] dickering with it that I think was useful because you had to think about it again [DS laughs].

EN: Yes. [EN laughs] That's right, doing that now.

DS: Also, when I came, the school structure, they called them divisions.

EN: Oh!

DS: Schools and Departments were out of it. The individual academic units were called Faculties: Faculty of History, Historical Studies. Everything was "Studies." All of 'em, yours still is but.

EN: Yes.

DS: But all of them were then [EN laughs]. Ours was Mathematical Studies...

EN: Oh really?

DS: Yeah [EN laughs] when I first came. They all, and they were called "Faculties" so people wouldn't think of themselves as separate units, but that didn't have any real impact.

EN: No.

DS: And the Schools were called "Divisions." Ours was the Division of Science and Technology. It included Engineering.

EN: Uh-huh.

DS: Engineering, at that point, was a separate Department. But not, It didn't have its own degree program yet.

EN: Uh-huh

DS: But it had some courses. Uh, the State didn't want us to have Engineering 'cause um...

EN: Yes!

DS: ...well, there were other Engineering schools...

EN: Yes.

DS: ...so why would we need one [DS laughs].

EN: Uh-huh.

DS: And we, uh, we um, I guess in the first few years I was here, we applied for a degree program [in Engineering] on the grounds that we didn't need any new resources because we already had the faculty and the courses. [DS and EN chuckle] so we got...

EN: So that was in, that was in about 1970?

DS: Four or five...

EN: Uh-huh.

DS: Somewhere in there [mid-'70s] we got our first-degree program in Engineering, and then, six years later or so, in 1980, it had built up to the point of having a separate School.

EN: Uh-huh.

DS: So, there was one transition year when they changed the name from Science and Technology to Science and Engineering, so it had more visibility. And then, it became a separate School of Engineering.

EN: Uh-huh.

DS: And, we just became the School of Sciences. In fact, our, our Dean, after [Earl] Lazerson became Provost, the dean was um, Tom Anderson, who was an engineer.

EN: Oh, yes. Tom Anderson.

DS: And he was a that was an external search. He was hired to come in and be Dean of Science and Technology.

EN: Uh-huh.

DS: As an engineering faculty member.

EN: Yes, I haven't really interviewed anyone from Engineering yet I, I um...

DS: The interesting ones are gone [DS laughs].

EN: Yeah, I know.

DS: [unintelligible] More of a loss than anything.

EN: Yes, uh-huh. So I, um, I thought I'd interview Nadir Senaii [phonetic] but he's gonna have a narrow view of [EN laughs] you know, so, his own...

DS: Yeah.

EN: ...agenda there

DS: Well, Anderson might be interesting to interview.

EN: Tom Anderson?

DS: Yeah, he was he came to the University as Dean...

EN: Yeah.

DS: ...when Engineering became a separate School, he was no longer dean.

EN: Uh-huh.

DS: Uh, he was in the faculty, and then, he became a Department Chair for a while. He served in the Graduate Council for a number of years, so he has a broader...

EN: Yes.

DS: ...perspective of things. Um, he had some problems with the Dean of Science and Technology.

EN: Yes.

DS: [DS laughs] but you know it's got to be interesting.

EN: Yeah, [EN laughs] yeah that's...

DS: Because most of the other senior people, in Engineering, are, I think they're gone.

EN: Yes, they are, they are so um, anyway.

DS: Harlan would be an interesting interview.

EN: Harlan Bengston.

DS: Yeah, yeah 'cause he wa-, he was here from the '70s through when he retired as Dean. Yeah, he would be a really good. Real thoughtful guy

EN: Yeah ok, I'm putting a star by him.

DS: Mm-hmm.

EN: Okay [EN laughs]. I know I had an interview from someone over there, but I just haven't been able to ah get anyone, like a good recommendation for it, so, um. Um, anyway how did, how did um you talked about the changing, changes in organization and a lot of them were in the Sciences.

DS: Yes.

EN: Change, eh the way that Sciences were organized, um, did the Math Department change, well?

DS: Yeah, the Math Department when I came, it was called Mathematical Studies, but it was developing a fledgling Computer Science option.

EN: Uh-huh.

DS: And then, during the later '70s, we, we I don't remember exactly when, but we managed to get a separate Computer Science degree program approved. Bachelor of Science.

EN: Uh-huh.

DS: It was still in the Math Department. And then, sometime in the mid-80s, the Computer Science group split off as a separate Department.

EN: Uh-huh.

DS: With our support. Everybody supported that move. Most of the faculty were originally mathematicians who had converted themselves [EN laughs] into Computer Science people.

EN: Uh-huh.

DS: They, we had one or two people who actually had Computer Science degrees you know, um, but it was a big transition among some of those. Some of the hires in Computer Science stayed a few years and left.

EN: Mm-hmm [EN laughs].

DS: And so the stability of the program were to those mathematicians who had converted, Marilyn Livingston being one of the most significant ones.

EN: Uh-huh

DS: Jimmie Hattemer and Greg [Gregory] Stephen. But I guess all three of those eventually became Chairs of that Department [DS laughs].

EN: Uh-huh.

DS: But uh, Marilyn in particular, had an outstanding reputation as a pure mathematician.

EN: Uh-huh.

DS: And converted herself, uh...

EN: Yes, [EN and DS laugh] to computers.

DS: Computer Science was a [she had a] pretty good national and international reputation...

EN: Okay

DS: She was consulting for Intel.

EN: Oh, well that's good [DS laughs] uh-huh, well that's interesting.

DS: But, so yeah but they [Computer Scientists] split off, um and that shrunk the Department [of Mathematics] of course.

EN: Yeah.

DS: There were about eight of them that split off. But the Math Department, one of the attractions for me was that it still taught a broad spectrum of courses, um, you know uh pure math, applied math, the Gen. Ed. courses and we had a graduate program in my area, which was Operations Research.

EN: Uh-huh.

DS: Um, when I was at Washington University, I was in the School of Engineering, and so we had my area but not for the other.

EN: Uh-huh.

DS: Math Department courses because they were over in Arts and Sciences. Here, I enjoyed teaching Calculus and Algebra and things that were... [DS laughs]

EN: Yes.

DS: ...not part of the Engineering School [DS laughs].

EN: Um, well, um, the, the College of Arts and Sciences I've been very, very surprised, um, I guess reading the Presidential Papers, I've thought that the arguments for it were [for CAS] quite compelling, and but, but I've been very surprised in my interviews with people to see that there is still a legacy of hostility toward it [EN laughs].

DS: Only from those who were there before!

EN: Yes right.

DS: Not the new people?

EN: No, not new people, no but from these are...

DS: Yeah, I'm surprised to see it.

EN: ...Larry McAneny was one...

DS: Oh, well...

EN: He wasn't here...

DS: He was already.

EN: ...he retired before it [creation of CAS], but he took, he, and I and I really he had a good interview with him he put the time, he said he liked the camaraderie of the School. He liked people in similar disciplines, he liked knowing everybody, he liked really knowing the Dean. Who the Dean was.

DS: That was the biggest factor people were worried about.

EN: Yeah.

DS: Knowing the Dean!

EN: Yeah.

DS: Um [EN laughs].

EN: And then, and then Carol Keene was another one who, who regretted the creation of the College of Arts and Sciences and...

DS: Yeah, some of that's.

EN: ...Peter Bukalski was another one.

DS: Some of that's irrational.

EN: Yeah.

DS: I, I opposed it too!

EN: Now, that's interesting

DS: When, when Werner, you know when this, this was Lazerson's idea.

EN: Yes.

DS: He wanted to do it...

EN: Uh-huh.

DS: ... he wanted to do it becau- for the right reason, actually. Because he felt that Arts and Sciences are the central core of the University and should be together and that it would unify Gen. Ed. and, and, and, you know...

EN: Yes.

DS: ...really demonstrate the centrality of Arts and Sciences. You know, most universities...

EN: Uh-huh.

DS: ...start with a core of Arts and Sciences, and then, the Professional Schools are either may be added or they...

EN: Uh-huh.

DS: ...surround it. The way we had it, all the Schools were co-equal.

EN: Uh-huh

DS: The School of Business had about the same number of faculty and clout as the Social Sciences, you know. There was no difference.

EN: Uh-huh.

DS: Ah so, that was his [Earl Lazerson] philosophy, a philosophical reason, but he turned it over to [David] Werner to, to do, to do it [EN laughs]. And Werner's memo [on the need for CAS] had a number of reasons that I thought were schlock you know [DS and EN laugh]. Like you know...

EN: Yeah, I've heard of that.

DS: It would be easier to, to for budget reasons, but part of that was because he didn't, as Provost, wouldn't move money from one School to another.

EN: Uh-huh [DS laughs].

DS: EN laughs] But he could have done it! And, and, and the coordinating Gen. Ed. could have been done more than the...

EN: Uh-huh

DS: ...the main problem was [scheduling of] IS [Interdisciplinary Studies] courses. But, scheduling another Gen. Ed. but that could have been done with a small committee, very easily, you know.

EN: Yes, there are other people who have suggested...

DS: There were ways, less drastic ways of fixing some of the problems um, [than moving to CAS] so I actually testified before the committee, well, and wrote a five six-page memo opposing it...

EN: Uh-huh [EN laughs]

DS: ...attacking each one of his [Werner's] reasons.

EN: Yeah

DS: Once the decision was made, I assumed that I would return to my faculty, my Department you know when...

EN: Yes [EN laughs].

DS: ...when it was created and, and teach again. And actually was in the schedule [EN laughs] in fact, I had desk copies of the test books I was working on...

EN: Yeah [EN laughs].

DS: ...when we hired Sharon [Hahs] [as the new Dean]. And uh, she came in in January [1995] about six months before the college started

EN: Yeah.

DS: And as part of my role as Dean, and Dixie's as Dean of Fine Arts [Engelman, Acting Dean of Fine Arts and Communications] we were helping her...

EN: Yeah

DS: ...with the transition. Um, [David] Butler [Dean of Humanities] and [Samuel] Pearson [Dean of Social Sciences] really weren't doing that much.

EN: Yeah [EN laughs].

DS: They were, you know...But Dixie and Sharon and I met a lot to talk about what needed to be done and just nuts and bolts. Here's some things we need to think about and do. Um...

EN: Yes.

DS: And so, we you know we kind of got into the flow of, well we really need to make this [change]. The decision was already made, so we needed to make it work [DS clears throat]. So then when it came down to it, both of us applied for the Associate Dean positions, we did a national search.

EN: Uh-huh.

DS: Uh actually, I had to convince Dixie to do it she [EN laughs]. She originally agreed then she said, "well, you're applying, so I don't need to apply." But I said, "There's two positions. You're applying too." [EN laughs] So we applied for separate ones [DS clears throat]. And um.

EN: Uh-huh. It's quite, it seems like we've done really well by hiring people from the inside.

DS: Most of the time, yeah.

EN: And we've had some good continuity ah, in the University—David Werner, David Ault, and ah...you ...

DS: well [DS clears throat].

EN: ...and Dixie. Different people who have been here.

DS: In the Provost's Office, yeah the biggest mistake we made was our external search, our external hire.

EN: Yes, [DS clears throat] I didn't know her, but I've heard a lot about her [referring to Barbara Teeters] [EN laughs] [DS clears throat] yeah [DS clears throat]

DS: Yes, well we can talk about that sometime if you want [EN laughs]. But then you know, [David] Werner followed by Sharon [Hahs] in the Provost's Office is really ah excellent. 'Cause they have a lot of similar qualities.

EN: Uh-huh.

DS: But they cut off each other well.

EN: Uh-huh.

DS: She also doesn't have an ego and is a really good problem-solver.

EN: Yes.

DS: And, and um they're both perceived as, and in reality are, fair, you know they really are...

EN: Yes!

DS: ...fair. Ah, so Sharon [Hahs] was an external hire as Dean, but an internal hire as Provost.

EN: Yes, uh-huh right.

DS: And and, as Dean, it turned out to be really brilliant, I mean I...

EN: Uh-huh.

DS: ...the College I think has been a really big success on-the-whole.

EN: Yes.

DS: And that's mostly to her credit. Because it could have been a big mess.

EN: Yes.

DS: As you say there, lots of people were hostile in reality...

EN: I've been so surprised...

DS: ...lots of people were hostile.

EN: Uh-huh, people say this was the biggest mistake we've ever made [DS clears throat] in the history of the university. Because I always ask.

DS: I think it, it there's a lot of reasons why it actually turned out to be really good. And one is she made it work...

EN: Yes.

DS: But it really did unify General Ed.

EN: Uh-huh.

DS: Um, he idea that Larry McAneny talked about, being close to colleagues in similar disciplines.

EN: Yes.

DS: Well, the opposite is probably better.

EN: Yes.

DS: You have more interaction among people from different disciplines and I think in, for a university, that's, that's good.

EN: Uh-huh.

DS: Uh, you know that the structure that was created for the College.

EN: Uh-huh.

DS: Uh, committees of you know, with one person from each Department on all of them.

EN: Yes.

DS: And then the sub-committees have four or five people, but they are from all over the place.

EN: Yeah, right.

DS: They're not all from you know there is no sub-committee that's only Social Sciences.

EN: Yes.

DS: Or only sciences they're all, from all over the place.

EN: Yes.

DS: And I think that has been really good. Um, the budget part has been really good.

EN: Yes

DS: Back in the old... The School of Sciences, and The School of Fine Arts...

EN: Uh-huh.

DS: ...had lots of problems with its equipment. Because their budgets were so tiny.

EN: Yes.

DS: And they couldn't buy major equipment now, you know that they needed.

EN: Uh-huh

DS: Um, one of the years, when I was Acting Dean of Sciences, Chemistry needed a \$250,000 piece of equipment.

EN: Uh-huh.

DS: ...and our equipment budget was about \$30,000 a year!

EN: Yes!

DS: [shuffling paper] And with that, that we solved by working out a deal with the Graduate School where...

EN: Uh-huh

DS: ...they bought it, and we paid them back every year.

EN: Yes [DS laughs].

DS: But you couldn't keep doing that.

EN: No.

DS: That was a one-time shot, but with the Arts and Sciences budget, you could move money from one place to another from year to year.

EN: Uh-huh

DS: So there here was one year when Music needed a \$40,000 piano...

EN: Yes

DS: ...or an \$80,000 grand piano. You could buy it...

EN: Uh-huh

DS: ...and the next year, that money would go to Biology or someplace else.

EN: Yes.

DS: So, it, it and we established a committee with faculty on it...

EN: Uh-huh.

DS: ...you know that actually went through, and they helped us make those decisions.

EN: Uh-huh.

DS: Actually, the collaborative aspects of which we created the, that Sharon kind of introduced.

EN: Uh-huh

DS: Some of that was in the structure and some of it, she did more of. But other one was was um, on faculty positions.

EN: Uh-huh.

DS: In the old School structure, you had very little latitude on hiring, and furthermore, um, as people retired...and you wanted to replace them...

EN: Uh-huh.

DS: ...you know you saved some money by hiring a junior person, but not enough to hire more than one, but if you were...

EN: Uh-huh.

DS: ...you had the whole College and 12 or 15 people retire...

EN: Yes.

DS: ...you can create new positions and put them in a Department that's growing.

EN: Uh-huh.

DS: And that's what we did. And we did it through the Chairs, and the Chairs would meet every year and decide [EN laughs] where the positions would go.

EN: Yes.

DS: Ah, um, and sometimes you'd lose one, but sometimes you'd gain some. Most Departments ended up gaining net faculty over the years, I think...

EN: Yes, yes.

DS: Quite a bit in some cases. [EN laughs] And the biggest problem became: where do you put 'em [EN laughs]? Because there's not enough office space [EN laughs] um and the Sciences there was no lab space for them. But, those were you know better problems than not having enough faculty.

EN: Yes.

DS: And having to hire tons of call staff to teach courses.

EN: Yeah, it's really nice to hear this global picture. I, I hope I just I've studied all this now and I felt that when I was Chair I didn't know anything, of course, you, you recognize that [EN and DS laugh] I didn't, I just looked like a bowl you know I just didn't have a global picture of things and I hope the new faculty are socialized into all these positive

DS: see that's that was true of...

EN: ...aspects [of the College]

DS: ...a lot of people you know we are not departments...

EN: Yes.

DS: ...making up a school, and was it...

EN: Uh-huh.

DS: ...and the big picture...

EN: Yeah.

DS: ...and that's one that's another advantage of having the College, is at least...

EN: Yes.

DS: ...for us, we have a larger picture of the University's mission and, and our role in it.

EN: Uh-huh.

DS: The Professional Schools are still pretty much where they were.

EN: Yes.

DS: [DS laughs] But, I think it's really been good for the C-A-S faculty.

EN: Uh-huh. That the other...regarding the money, I will say one more thing. Someone said in their interview, "Oh, the problem with CAS is that everything is hidden now. The money is all hidden." And I think, that is...I think [EN laughs] ...

DS: That is always a conspiracy theory.

EN: Yes, a conspiracy theory of the money. That there is always money hidden and, but of course, this is Carol Keene. She always favored publishing the salaries and.

DS: Right that's the old school Humanities published salaries...

EN: Yes, she said, now we're back to the secret salaries.

DS: But, the salary money is in the in the Library...

EN: Yeah, I know.

DS: ...anybody can go look at it, but publishing it doesn't do anything but cause morale problems...

EN: Yes, yes, I can understand.

DS: ...and, and, and her Department, the Philosophy Department, still today is having huge morale problems because of salaries.

EN: Yes, yes.

DS: They still are, and it's been stirred up again [EN and DS laugh],

EN: I know.

ES: But, but uh, in general...

EN: Uh-huh, I'm just telling you what...

DS: So I think...

EN: ...people have said in ...

DS: ...and by the way that's another area though 'cause when we had those retrenchments...

EN: Yes.

DS: ...six or seven years ago we had a budget, the Dean's Office was able to protect the Departments.

EN: Uh-huh.

DS: No Department took a cut in budget...

EN: Uh-huh.

DS: ...uh when the University slashed the budgets two years in a row...

EN: Uh-huh.

DS: ...even though in the other Schools, that wasn't true...

EN: Uh-huh.

DS: ...because they weren't big enough you know, to have to deal with that, we were able to cut it [the money] in the Dean's Office.

EN: Yes.

DS: Um, and, and also, you know with Call Staff and moving...

EN: Yes.

DS ...dollars around, there's a lot more flexibility in the summer budget. There is another area where...

EN: Uh-huh.

DS: the, the the um, the scale has really been, ah, has really been a help. I know a lot of people don't see that, and like I said, I didn't think of it either until I got in there and was actually...

EN: The scale?

DS: ...on the other end of it trying to, well we've got a um, much larger summer budget.

EN: Yes. Okay.

DS: And so, it's easier to address departmental needs.

EN: Mm-hmm.

DS: If you only have five or four or five or six departments and you've got this little summer budget...

EN: Yes, can't address them.

DS: You really are tied too much so that you know you can't really address a lot of times, it would come out you know that you'd assign a Department what they had last year.

EN: Right.

DS: But because of the particular people teaching, the salaries would be out of whack.

EN: Uh-huh, yes.

DS: So you might need to throw in an extra...

EN: Yes

DS: ... \$4000 into one, or they might need an extra course taught for the curriculum for this summer, over last summer.

EN: Uh-huh.

DS: If they teach every other year or whatever, you could actually do things like that!

EN: Yes.

DS: And um, with more and more retirements actually, you know, with people getting three months' summer contracts, that would have really been a disaster in some Departments...

EN: Uh-huh

DS: If we'd been back in the old School structure, 'cause we wouldn't have been able to help alleviate that...

EN: Yes

DS: ...we would have had two people teaching a whole program...

EN: Yes, that's somethin'.

DS: [DS laughs] six courses or something [EN laughs], and it wouldn't have been fair to them, the rest of the Department.

EN: No.

DS: And so I think there are a lot of plusses [to the College] that I didn't really envision before, um that turned out to be true. So, I decided that it was a good idea [DS laughs].

EN: Well, you're. When you're, well when you're planning in an uncertain budgetary situation, in um, did? Dan Corbett talked about um this system that he invented of setting...well he did it with tuition money though. That, but did, did you set aside a fund, a contingency fund? At, that for in case of budget cuts or did you...

DS: Um

EN: ...was this kind of throughout the university, this kind of budgeting pattern?

DS: Yeah, I think...

EN: Uh-huh.

DS: ...once uh that there were, we knew that this was a possibility...

EN: Uh-huh

DS: And [David] Werner was Provost, he directed that, that we set, you know, hold some money aside, but the main part...

EN: That's good.

DS: ...the main part of it...

EN: That's nice to know.

DS: ...came out of the central pot.

EN: Uh-huh.

DS: It came out of the faculty development fund and the equipment pot.

EN: Uh-huh.

DS: See which, which they could in the faculty development fund, they could hold the second half back.

EN: Yes.

DS: And the equipment also Library, Library acquisitions. They could hold those until February or March, and then, release what they...

EN: Uh-huh

DS: ...had. And you know, if worst came to worst, it wouldn't affect an on-going program.

EN: Uh-huh.

DS: ...because, in the, in the Departments...

EN: Yes.

DS: ...you - you're teaching courses...

EN: That's right.

DS: ...you can't cut in the middle of...

EN: No, you can't.

DS: ...the second semester, even at the beginning of the second semester.

EN: That's right.

DS: Everybody's already signed up for the courses.

EN: Right.

DS: I mean and, and you don't want to do that sometimes...

EN: No.

DS: ...that's the last place you want to cut.

EN: Well, it seems like we've had really great financial leadership...

DS: Yeah, I think.

EN: ...at the University.

DS: I think Lazerson and Werner as a sequence.

EN: Uh-huh and then, and then down at the lower level too. CAS, I mean I think you were good, and Wendy's [Shaw] [Associate Dean of CAS] really good.

DS: Yeah, she is.

EN: Yeah, just because isn't true at other institutions that we have...

DS: We have also been lucky with our Business Manager too, first, Jim [James] Mannix and uh...

EN: Uh-huh.

DS: ...James Schram. Schram, in particular, has been really amazing...

EN: Uh-huh.

DS: ...manager of our money.

EN: Yeah. Yeah.

DS: I guess the other area that was kind of been good is the [CAS] Development Office. You know, it started I guess, right before the college, or right around the same time when it was decided to push some of the fund-raising down into the Schools.

EN: Uh-huh.

DS: And uh, since we were gonna since we were bigger, we were first we were able to hire our first, we were able to hire our Development Director.

EN: Uh-huh.

DS: The other Schools started off sharing one so...

EN: Uh-huh.

DS: ...the Business and Engineering had one, and Nursing. I'm not sure how they grouped it, but they were sharing...

EN: Uh-huh [EN laughs].

DS: ...which didn't work too well.

EN: No [DS laughs]!

DS: And um...

EN: And then Bob Carver came in took off [EN laughs]

DS: Yeah.

EN: And so [EN laughs]

DS: But they uh, but we've been able to have our own full-time development person whose done a pretty good job of raising some money, which we've used for...

EN: Yeah.

DS: ...a lot of it for things like student travel...

EN: Uh-huh.

DS: ...um and um some other uh faculty initiatives and such. Uh...

EN: Uh-huh.

DS: ...especially little grants that we've done.

EN: Yeah, yeah sounds great [EN laughs].

DS: Now, there's an endowed Chair we've got now... the Going.

EN: Yes, the Going Chair [named for Emeritus Dean of the Faculty, William T. Going and his wife], but yeah, but yeah but I was um I, I interviewed him he, he was really upset that they were going to, he wanted it to be announced after his death I think and...

DS: Oh.

EN: You know, and so I don't think, I don't think he is going to attend. But that, but maybe he will. I don't know. He was upset about it [DS laughs]. That, so...

DS: See, I wonder why he want, yeah, I can see why he might prefer that but well I can't even see that but...

EN: No.

DS: ...but uh why he was actually upset about it I can't, I can't understand...

EN: I don't understand either, but anyway I mean he probably was. Um, so I so anywhere talked about changes in organization and then College of Arts and Sciences. This is really good to hear you talk about the College of Arts and Sciences in fact you know, I, the book is going to be organized around memorizes [EN laughs].

DS: It would be interesting to hear how some of the other [people] like [unintelligible] [John] Farley and then some of the other people that were adamantly opposed [to the College] feel about it now.

EN: Well I feel Farley feels overall it has been a good, overall, a good thing.

DS: I think most people probably do...

EN: But, but.

DS: ...McAneny [unintelligible]...

EN: He he.

DS: ...and Carol...

EN: And and [unintelligible]

DS: ...really experienced...

EN: ...Peter too...

DS: ...Peter...

EN: Yeah

DS: ...I'm not sure what his issue is but, the, the issue...

EN: He's...

DS: ...of being closer to the Dean [DS inhales] um.

EN: Yeah.

DS: There's a lot...

EN: Yeah, I don't

DS: There's a lot more...

EN: From my point of view, why do people want to be closer to the Dean?

DS: ...'specially...

EN: ...I mean I'm a person who never would've gone to the Dean [unintelligible]

DS: ...especially with the Deans especially with the Dean we have you know.

EN: Yeah [EN laughs]

DS: But you know like I say they think you can go up and talk...and um um but you can still do that. It just...

EN: Yes.

DS: ...seems more remote. There is a really interesting psychological thing about being in a different organizational structure, or a different building, that distances it much more than it has to.

EN: Yes.

DS: And I remember that even before like in the like in the uh, in the Science Building, when I first came, Engineering was part the Science Wing of our unit...

EN: Uh-huh.

DS: ...and so they were on a different floor, big deal [EN laughs] so but they were part of our, well they were all on different floors [EN laughs]. Once they became a separate School, it was like they had moved out of the building [EN laughs] and...

EN: Oh really [EN laughs].

DS: ...and they were still there.

EN: [EN laughs] I know okay.

DS: The Engineering office was still in the School of Sciences I mean Science Building.

EN: Uh-huh.

DS: It was like they weren't even there anymore...

EN: [EN laughs] ok.

DS: ...and um [EN and DS chuckle] and I think that's that, that's why some people who uh you know the Dean's office was in Peck, or somewhere else...

EN: Yes [EN laughs].

DS: ...they think its, but you know [EN laughs] but and uh funny, um, uh, Art and Design has this problem because the Department is split into two different buildings.

EN: Oh, yes.

DS: And they've always resented that and felt that it was bad and that they needed to be in one building.

EN: Uh-huh.

DS: Um and it would be nice if they were in one building, but it's not that far you know to walk.

EN: No.

DS: It's not like the University of Illinois where you have to get in a car and drive.

EN: No [EN laughs].

DS: But uh but, people can still you know pop into the Deans' Office and...

EN: Yes, I have.

DS: ...uh...

EN: ...they can.

DS: ...Uh so, I think communication is really a matter of pretty much the same the uh, the one difference is in the old Schools we could have every term at least one all-school-meeting.

EN: Uh-huh.

DS: Now, we do have one in CAS...

EN: Uh-huh.

DS: ...but it's too it's different, more formal, because it has to be.

EN: Uh-huh.

DS: It's not really so much of a discussion type meeting.

EN: Yes.

DS: But we've done a few. We still have the committees where, with which...

EN: Uh-huh.

DS: ...still have one person from each Department and, um.

EN: Uh-huh.

DS: So you know I on the whole, I think it's really been um, much better...

EN: Yeah.

DS: ...than most of us thought. Well...

EN: Uh-huh.

DS: ...I think actu- and you know the fact that, I think probably, most of the faculty who were going to be in those. In the C-A-S opposed it [EN laughs] or were leery about it.

EN: Well, the faculties.

DS: Ended up liking it, and, and they definitely benefited them.

EN: Yes.

DS: Whether they knew it, or not.

EN: Yes.

DS: Um.

EN: I, I think that's true, someone like John Farley for example.

DS: Yeah,

EN: And uh, but, but, um, people then, they talk about the way the College was, was created. At the last minute, wasn't there a Faculty Senate vote against it or something that kind of had to be kind of ignored as it went forward? I don't...

DS: I don't remember...

EN: Well, see about that...

DS: ...we had, a uh, study committee.

EN: Yeah, the study committee...

DS: With Dennis Hostetler,

EN: ...was the *delay* committee.

DS: With Dennis Hostetler [who chaired it].

EN: I interviewed him.

DS: And um, he's, because he's the one that I had lunch with him one day and had wrote this memo opposing it.

EN: Yeah.

DS: And uh, with, I just laid out reasons but...

EN: Uh-huh.

DS: ...and they recommended it.

EN: Yeah.

DS: Uh, I don't remember what the Senate did. It probably opposed it [DS laughs].

EN: Yeah, I think it did.

DS: But not necessarily because of the people in the Professional Schools [paper rustling]...They couldn't have cared less.

EN: Yes, that's right [EN laughs].

DS: They, they they thought it wasn't going to affect them one way or the other...

EN: Uh-huh

DS: ...but I think they were wrong.

EN: Uh-huh.

DS: Because ah, you know, were now you know, uh, we're now the uh, big gorilla on the block.

EN: Yes [EN laughs].

DS: And, and uh, I could've, you know it could've. There's a potential if the College wants to throw its weight around...

EN: Uh-huh

DS: ...to really...

EN: Yes.

DS: And and in fact When I was at Washington U this happened when I was in the School of Engineering.

EN: Uh-huh.

DS: And we required a year of English for our students, and a year of P.E.

EN: Uh-huh.

DS: And the uh, a year of English. And um the English Department decided they wanted to eliminate. They didn't want to teach all these freshman comp courses.

EN: Ow, Oh.

DS: And so...

EN: Dear!

DS: ...they adopted a requirement that um [DS scoffs] that they were only going to teach one semester.

EN: Uh-huh

DS: You know we couldn't, we had a lot of trouble with that because we weren't part of that decision, [EN scoffs and laughs] we were a separate school.

EN: Yes

DS: They were in Arts and Sciences and you know.

EN: Uh-huh

DS: We eventually managed to get them to agree to keep teaching the [second] course for our...

EN: Uh-huh

DS: ...students. Uh they they got more liberal about waiving people out of it if they had a certain...

EN: Yes

DS: ...ACT score or somethin' but...but uh I think then there was another...

EN: I can't think of one

DS: ...requirement that said...to ban PE for uh I can't remember what it was but...

EN: Uh-huh

DS: ...there was another requirement that Arts and Sciences [at Washington University] decided to do away with that we couldn't...

EN: Uh-huh

DS: ...control. 'Cause we weren't part of the, and it just seemed like they didn't really care [EN laughs]. And uh so it was nice to have an arrangement here where...

EN: Yes

DS: ...all the Schools were equal, and um...

EN: Uh-huh

DS: ...decisions were made by the Faculty Senate as a whole, not one School. Under CAS, that's still true, but CAS could dominate, if it...

ES: Uh-huh

DS: if it chose to be malicious.

ES: Yes

DS: It could dominate the Faculty Senate and the whole curricular process...

EN: Uh-huh

DS: ...uh but it hasn't.

EN: No, it hasn't, but you're right. I think in the history of the University, the the Business School has really been a center of leadership and, and initiative. The lingo that people give me is "the entrepreneurial" [DS laughs]. They hiss it, but but it...

DS: Um yeah most of them...

EN: ...seems like since...

DS: Most of them have been from the Department of Economics.

EN: Yeah, since CAS.

DS: Not from the others. In many Universities Economics is in Arts and Sciences, not Business.

EN: Since CAS, it isn't, it isn't [the School of Business] in the spotlight so much.

DS: I think it's because those people were not replaced by other people like-minded people.

EN: Yeah.

DS: Like the uh well the uh the GBA 300 [previously required interdisciplinary course for all majors in Business fields].

EN: Yeah.

DS: Those people, you know along with some of the CAS people, created it...

EN: Uh-huh.

DS: ...and now, the Business faculty are the ones who got rid of it.

EN: Yeah.

DS: Because the new people and the new leadership don't see the value of it. I think it was an unbelievably great course.

EN: Yes Uh-huh.

DS: But, it's gone [DS laughs].

EN: Yeah.

DS: But, a lot of the Business School leadership in that course, you know, Pug [Radcliff Edmunds, Economics] and Don Elliott [Economics]...

EN: Uh-huh.

DS: ... uh um [tapping noise] well and even [Don] Strickland [Management], Strickland...

EN: Uh-huh.

DS: ...he's not a Business major. He's a sociologist.

EN: Uh-huh.

DS: He's got a PhD in Sociology... [EN laughs] so that really they weren't trained in in the Business environment...

EN: Uh-huh.

DS: ...they were trained in Arts and Sciences.

EN: Yes, [DS laughs] in Arts and Sciences so, but seems like they are.

DS: Another development back in the uh I guess the late '80s was the fac- was um was um collective bargaining.

EN: Yes, I was going to ask you about that

DS: And uh collective bargaining you know one year, I guess the NEA initiated it, yeah. the IEA [Illinois Education Association] they uh they um were the first to uh...

EN: Uh-huh.

DS: ...collect signatures, and and get themselves on the ballot.

EN: Yes.

DS: And so in response, the uh IFT [likely AFT, the American Federation of Teachers], which was led by John Farley [Sociology] and Dave Hoffman [Educational Leadership] ...

EN: Uh-huh.

DS: ...and the uh AAUP [American Association of University Professors] set up their own [DS laughs] groups uh. I was President of the AAUP...

EN: Yes.

DS: ...the year that they had we had the election.

EN: Yes.

DS: The year before, Carol might have been President.

EN: Uh-huh.

DS: and then Warren [Mandel] was President the year after but when [Tom] Paxson, Paxson was President [loud banging noise] ...

EN: Yes.

DS: ...the year that we decided to seek collective bargaining um representation.

EN: Uh-huh.

DS: It was partly in response to uh the uh IEA, which was um very hostile to the Administration and was publishing all these...

EN: Yes these...

DS: ...sheets...

EN: ...newsletters. I've seen though

DS: ...full of misinformation and distortions, you know, stir-up-the-troops type of stuff. But it wasn't really respectable you know [EN laughs]. And it's funny that Feeney, and Dave Feeney and....

[recording stops - 10 second pause]

EN: Was it? I thought that was the earliest of the union organizing was...

DS: [Earl] Lazerson was President.

EN: Yeah

DS: My view...

EN: They didn't get an election 'till...

DS: ...my view was

EN: ...later...

DS: ...that we needed to do this, not because of current...

EN: Uh-huh

DS: our Administration, but because of the Board [of Trustees].

EN: Uh-huh

DS: The Board, was was trying, to ya know, just throwing its weight about and meddling around too much and they were tying his hands...

EN: Uh-huh

DS: ...too. I tried to tell him that, I said from my point of view, this was going to help protect our camp- whole campus not, um...

EN: Yes

DS: ...but, he didn't see it that way of course [EN laughs]. And uh the um, early on, the uh AFT and the AAUP merged...

EN: Uh-huh

DS: ...for I mean for the purpose of collective bargaining.

EN: Yeah

DS: We created one proposed bargaining representation out of our group group. So, we had this joint committee. And in the election, the first round, nobody got a majority [DS clears throat].

EN: But but, there was a majority for a union.

DS: Yes, there...

EN: Yes.

DS: ...was a majority for a union, but it was split over the two groups.

EN: Oh.

DS: IEA got some, and we got some. I guess they got more votes than we did...

EN: Uh-huh.

DS: ...by about 10 or so, [EN laughs] a real small number...

EN: Whereas, yeah.

DS: ...but but the total was greater than the total for "no agent."

EN: Yeah.

DS: So then, there was a gonna be a run-off between "no agent" and IEA, and IEA refused to bring us into the group, as a kind of...

ES: Oh, uh-huh.

DS: ...you know like combined unified [group], and they lost [DS laughs] ... even though I think we technically endorsed them, but they lost anyway because...

EN: Uh-huh

DS: ...they [DS inhales sharply] they were seen as too radical...

EN: Uh-huh.

DS: I think that was the reason.

EN: Uh-huh.

DS: And then a couple years later, the year I was um Assessment Director, 1990, was the second election.

EN: Uh-huh.

DS: ...And I think it was only IEA was on the ballot against "no agent" I don't think anybody else was allowed.

EN: Right.

DS: And IEA contested my my right to vote because I was a quote, "administrator."

EN: Yes.

DS: I was really upset I said...

EN: Aw.

DS: ... I was supposed to be representing the faculty here [in my job] I don't have any administrative authority.

EN: Uh-huh.

DS: I don't hire anybody; I don't fire anybody. I didn't make any policy decisions. I, I, I coordinate the committee...

EN: Uh-huh.

DS: ...of faculty which made all the decisions.

EN: Uh-huh.

DS: But they wouldn't let me vote [DS laughs].

EN: Yeah.

DS: Um, I thought that was pretty rude, and I wrote...

EN: Yeah, it was.

DS: ... Bill Feeney a memo about that which he never answered [DS laughs].

EN: Yeah.

DS: I thought that was un-collegial.

EN: Yes. Yep, well they the the union only lost by about three votes didn't it?

DS: I think on that one...

EN: It was very close wasn't it?

DS: ...I don't think, I don't think on that one it was that close.

EN: Wasn't it?

DS: No.

EN: Okay. Maybe I'm thinking of a later one. There was an election later in '88.

DS: Um.

EN: Another one.

DS: Well that was one was in '80 was in '90 I guess because...

EN: Okay. Okay...

DS: ...because I was...

EN: That's when you were there okay.

DS: Yeah

EN: That's the one then.

DS: I don't think they think it I don't it was...

EN: You don't think it was that close?

DS: ...no, I don't think it was that close

EN: I think it was quite close.

DS: Huh, I don't remember.

EN: Uh-huh

DS: Um but

EN: The funny thing is in his...

DS: I'd say then it never happened again because you had well, [Barbara] Teeters...

EN: Yeah

DS: Belck [clapping noise] Nancy Belck came in. And the main reason collective bargaining wins is because faculty doesn't trust...

EN: Uh-huh

DS: The Administration.

EN: Mm-hmm, as at Carbondale.

DS: As at Carbondale [EN laughs], and at Carbondale, they've always had problems.

EN: Yeah.

DS: The year I came here, in 1972...

EN: Yeah.

DS: ...Carbondale laid off 108 tenured faculty [DS laughs to himself] and got censured by the AU- national AAUP. And you know I remember my Dean over there [at Washington U] saying, "You're going over there?" and I said, "Well, I'm first of all I'm not going [EN laughs quietly] into the Engineering Department. I'm going into the Math Department.

EN: Yeah.

DS: And secondly I'm going to Edwardsville, not Carbondale."

EN: Uh-huh.

DS: And and uh, you know they didn't even know what Edwards- what Edwardsville was [DS laughs].

EN: Yeah.

DS: Um, a few years later, one of the things we tried to do was to develop a joint doctoral program with...

EN: Uh-huh.

DS: ...in Computer Science with the Computer Science Department at Wash U, which is where I'd...

EN: Uh-huh.

DS: ...I'd had come from and and uh, we had it all worked out, and the IBHE [Illinois Board of Higher Education] shot us down.

EN: Aw they did?

DS: Both the uh...

EN: Oh

DS: [two] Schools had it worked out. Um you know...

EN: That's too bad

DS: ...my former Dean who uh, came over here and...

EN: Uh-huh.

DS: ...had to see the campus before he was amazed, huh. He'd never seen it. It's a beautiful campus...

EN: Yeah it is beautiful.

DS: ...and um...

EN: That's too bad.

DS: ...and so [unintelligible by EN] we had it all worked out we [see] we actually had uh our first student in it who [she] was one of our instructors in our Department.

EN: Uh-huh.

DS: She had a master's degree and she was going to go on and get a doctorate. She was at our program. Um and was already in it...

EN: Uh-huh.

DS: ...she had special; she had started...

EN: Now that was about when?

DS: ...mid '70s.

EN: mid '70s.

DS: '75, '76 something like that.

EN: Uh-huh.

DS: Um.

EN: Yes, that's when the IBHE really took a turn against SIUE.

DS: It was yeah [clap]...

EN: Uh-huh.

DS: ...the interesting thing was some the opposition on this [clap] campus was from people , who said, " [Wull] We'll be considered ya know, second fiddle to Washington U [Washington University, St. Louis, Missouri]. They won't treat us...

EN: Oh.

DS: ...as equals and uh and so... we'll just be second fiddle, but we had set it up...

EN: Yeah

DS: ...so that our faculty could chair a doctoral committee.

EN: Sure.

DS: It didn't matter who chaired it.

EN: Yeah.

DS: And, we could go over there and teach courses, we had it set up really um...

EN: Yeah.

DS: ...and when people saw it, they they saw that it was balanced and that our faculty did have a credibility. To [unintelligible] so when you created your History [Joint Doctoral] program with Carbondale...

EN: Yeah we don't, I was thinking...

DS: ...you didn't quite.

EN: ...we didn't get...

DS: ...we didn't have...

EN: ...that deal from Carbondale, they still have to chair the committee...

DS: Right [DS claps once] [EN laughs], and if anything [EN laughs]

EN: I know [EN laughs].

DS: [DS clears throat] Yeah.

EN: I know in [most], we have the big, great faculty but.

DS: [DS sighs] Yes.

EN: Yeah [EN laughs] so, that's it goes. Well um we've been talking about um, I wanted to ask you about the buildings, do have any comments about the buildings? [DS laughs] Your experience of them when you came here. Um, did you?

DS: Um.

EN: Did you see, you're always to be aware of these aesthetic and things.

DS: Well, it was quite different from Washington U [DS laughs].

EN: Yeah [EN laughs]

DS: Which had small buildings, of you know two stories and then...

EN: Yes.

DS: ...with uh, fifteen-foot, twenty-foot ceilings, an and large windows in the classrooms.

EN: Yeah.

DS: See the buildings, a lot of the classrooms had no windows and...

EN: That wasn't Obata that was Delyte Morris. The original plans had windows in the classrooms, but it there was a theory about windows distracting the students....

DS: Yeah.

EN: ...and Delyte Morris was...

DS: How can you daydream if you don't have a window?

EN: ...[EN laughs] I know.

DS: But you know I guess I came here, and and this the first courses I taught were in Summer School in '72, and I think it was either my first or second class, my very first class, the air-conditioner went out [EN laughs], before class ya know.

EN: Oh, did it?

DS: In the Art Building and the Science Building [DS makes sound] ...

EN: Oh dear.

DS: ...there was no air-conditioning...

EN: Oh dear

DS: ...through June 15 [EN laughs] or something. Yeah [both laugh] so, we had to deal with that. [Laughter]

EN: Oh dear

DS: Um

EN: Wilt [EN laughs].

DS: But we also had by the way some of some of the Art and Design and Nursing Faculty were in it, the Science when I first came.

EN: Aw.

DS: And I think Geology...

EN: Yep.

DS: There was a Geology faculty in there [in the Science Building when I came] um [En laughs]. But one of one of the things I remember encountering my first summer, I went down to the vending machines and [EN laughs] and and there, at the vending machine was my eighth grade art teacher [EN laughs]. She had joined the School Art Department...

EN: [EN laughs] Okay.

DS: ...as the Art Education person.

EN: What was her name?

DS: Buddemeyer.

EN: Buddemeyer, Evelyn Buddemeyer.

DS: Yeah, Beverly Buddemeyer

EN: Now Jane Floyd-Hendy [Director of Disability Services] mentioned her...

DS: Oh.

EN: ...as...

DS: really?

EN: ...she was in Art Education. That was her fei- major er...

DS: Okay.

EN: ...uh-huh.

DS: Yes, Evelyn Buddemeyer was my eighth grade Art teacher, in junior high [Both laugh] let me tell ya [DS laughs]. That was pretty interesting.

EN: Yeah.

DS: Actually, I had Earl Lazerson as a teacher too, at Washington U.

EN: Uh-huh, you did?

DS: Yeah, in '60, 1963. In fact, when Kennedy was assassinated uh, we were supposed to have class at 1:00...

EN: Uh-huh.

DS: ...that Friday, and the assassination was at like 12:30.

EN: Yes and...

DS: I remember Lazerson going over there, and Lazerson was pacing the halls outside his office...

EN: Uh-huh.

DS: ...and he wasn't going to have class, there was no way he was going to have...

EN: Uh-huh

DS: ...class. He was just really upset.

EN: Yeah...uh

DS: But, the buildings um, I guess, in some ways they've undergone changes, and in other ways, they haven't ya know.

EN: Uh-huh.

DS: Um I guess I taught in...and had classes in the in the Library, in the basement here [EN laughs], and in the Science Building, Peck Building, Communications Building [both chuckle], and uh, and then when they got Buildings II and III [now Founders Hall and Alumni Hall] up, I had courses over there.

EN: Okay.

DS: So, I've taught in all around um [shuffling sound].

EN: Oh.

DS: You know, I don't know what to say about the buildings [EN laughs]. Once I became Acting Dean of Sciences, I had to deal with the condition of the Science Labs...

EN: Uh-huh.

DS: ...which were falling apart.

EN: Uh-huh.

DS: That was 15 years ago...

EN: Uh-huh.

DS: ...and they're still falling apart . Um, and I discovered that that somebody had put in the um you know you had to put in these, these planning documents for the... I don't know what they called 'em. Program Reports...

EN: Yes...

DS: New and Improved [New and Expanded Program Request or NEPR]. Somebody put in 3 million dollars for it to renovate the Science Building Labs for new casework you know 'cause...

EN: Uh-huh

DS: Because the casework was rotting out [snapping noise]. But, the whole the whole that was just a drop in the bucket.

EN: Yeah

DS: I mean you needed the whole... So, we started a project back when I was Acting Dean, we started a project to. Ah, we wrote some NSF [National Science Foundation] grants, initially.

EN: Uh-huh

DS: They had some special program for lab renovation. We tried to get money for the labs. We tried to get the State...

EN: Yeah.

DS: to do that. I was going to say Larry Sanders I guess was President of the SIU System.

EN: Ted Sanders.

DS: Ted Sanders?

EN: Yeah.

DS: Ted, yeah Ted Sanders.

EN: Ted Sanders, it was Larry Pidet was the early one.

DS: Yeah, he was [EN laughs] Ted Sanders he he was not a he was opposed to new construction.

EN: Uh-huh.

DS: Only renovation.

EN: That's interesting.

DS: So, we had to convince him that you couldn't renovate the building...

EN: Uh-huh.

DS: Without new construction because you'd have to shut the entire...

EN: Uh-huh.

DS: ...lab wing down...

EN: Uh-huh.

DS: ...and have no labs for two or three years while you remodeled it

EN: Yeah.

DS: Because of the way the heating and air-conditioning...

EN: Uh-huh.

DS: ...it was the way it was set up. You know you couldn't do it floor-by-floor for example.

EN: Yeah.

DS: You had to do a whole wing. But, so it took a couple years. Meanwhile, Sharon [Hahs] came in as as beginning Dean of CAS. So, that very first semester, while she was still she was the Dean but we hadn't yet created the College.

EN: Yes.

DS: She joined our planning group, and ya know, we did a whole planning process to develop what we need for the building, we got some small amount of funds to hire an architect to do an initial...

EN: Yes.

DS: ...model of it, and then we you know, we again tried the NSF grant version ...

EN: Uh-huh.

DS: ...on the grounds that if we could have gotten a couple of million dollars or somee...

EN: Yes.

DS: ...from them it would have put some leverage on the State to.

EN: Yeah.

DS: Come up with the rest of it, but we never did get external funding for it.

EN: Yeah.

DS: Meanwhile, it has slowly risen through the [State's] priorities. Every year, we've brought um groups of [State] legislators and uh other State-level people, IBHE people to...

EN: Uh-huh.

DS: ...campus to see to tour the Science Building, because, if you tour it [DS makes a sound]...

EN: Yep.

DS: ...you see what a disaster it is. Just unbelievable. And uh...so now it's their, I understand they [the State] finally released money to actually, hire an architect to do the detail work.

EN: Yes, the planning money; the two or three million of planning money.

DS: Right, and then it'll go out for a bid, Okay.

EN: And it's on the top list for the state.

DS: It is, so once the architects design it, they can it will go out for bid.

EN: Yeah.

DS: Now to [can you improve this clause?] get approved to go out for a bid, so hopefully that won't get slowed up. Engineering got really screwed 'cause, well they went through that.

EN: Yeah.

DS: They got the planning money, and they developed...

EN: Uh-huh.

DS: ...ya know a detailed architectural plan, and then, the State got hung up, I think it was the the in partisan bickering over...

EN: Yes.

DS: ...who would get credit for what and so, a lot of the State major capital projects...

EN: Yeah.

DS: ...just got fro- just got frozen. And so theirs was sitting there frozen.

EN: Yeah.

DS: They had it all ready to go to bid and they couldn't do it. It took, I think, three years...

EN: Yep.

DS: ...before they put it out for bid. And then, it cost more money because well, costs had gone up...

EN: Uh-huh.

DS: ...and they had to make revisions in it also [DS fake laughs].

EN: Well.

DS: But so, but eventually, it turned out really well.

EN: I yes well I inter- I interviewed Richard Walker. He, he's in charge of the buildings now

DS: Oh, really?

EN: And he says we have to hope for the re-election of Governor [Rod] Blagojevich if we want the Science Building, and if he's not elected...

DS: Mm-hmm

EN: ...it goes back you know it'll be the same things happened with the Engineering Building, but he said that maybe in three years we'll have a really great building [EN laughs]. So that's....

DS: See yeah I think Engineering on the other hand is one that really worked out well...

EN: Yeah

DS: ...the Art and Design Building...

EN: See see he was thinking [of] the Science building, well if it had to wait it would work out, but I don't know.

DS: The enrollment is still putting a tremendous pressure on...

EN: Yes.

DS: ...the Science Building, especially with the Pharmacy...

EN: I know.

DS: ...[Program]. The School of Pharmacy, they never should ya know all of a sudden we've been waiting for this [Science] building project ...

EN: Yes.

DS: ...because of space needs, and all of a sudden, we created the School of Pharmacy...

EN: Yep.

DS: ...where all of those students have to take a lot of Science labs.

EN: Yep [DS laughs]

DS: Ya know there's no place to put 'em.

EN: Yeah.

DS: I don't know how they're doing it. I think they're running on weekends and...uh they were running most evenings anyway.

EN: I don't know. Maybe the new um maybe they have some labs in the new Pharmacy building? I don't know.

DS: It hasn't been built yet has it?

EN: Well no but they've converted the old um.

DS: the old [state] park?

EN: No, the old Engineering where the Engineering were where textbook rental is...

DS: Oh.

EN: ...that's been kind of converted into the College of Pharmacy and they had...

DS: There were labs in there.

EN: They had eleven million, yeah.

DS: Oh, I thought it was labs that were going in there.

DS: Yeah well I don't know [EN laughs] that's a great but anyway [unintelligible] but anyway its kind of a sad situation [DS laughs] isn't it? Yeah.

DS: The Art and Design Building, is one that I think uh, has suffered problems because they penny-pinched on it.

EN: Uh-huh

DS: The original design I think that actually the original design had an additional floor on it that would have housed...

EN: Uh-huh

DS: ...the entire faculty. But, they cut it out...

EN: Uh-huh

DS: ...and then, they also, I believe, cut comers on the HVAC [Heating, Ventilation, Air-conditioning...

EN: Uh-huh

DS: ...which caused a huge problem because you've got these Art studios where they're using chemicals ya know that...

EN: Yes right.

DS: ...and then, the system sucks them in and circulates them...

EN: Yes.

DS: ...through the whole building! It's like, "Well now who thought of this?" The Science Building had a problem like that. Uh started when the um the [chemical fumes] they would get sucked out and then vented ya know onto the roof...

EN: Uh-huh.

DS: ...but then they knew the fresh air intake was also out on the roof...

EN: Uh-huh.

DS: ...so the fumes went right back in. They finally put these big smokestacks up to [EN laughs] to disperse it higher...

EN: Right.

DS: ...but they wouldn't do that at first, because they were going to ya know revise, renovate the building and it looked ugly.

EN: Yes.

DS: So, for about three or four years, they didn't, they wouldn't put the stacks out there, there would be occasions when we would have to evacuate the building because it was so stinky...

EN: It's so, oh dear.

DS: But from the organic chemistry labs ya know.

EN: Uh-huh.

DS: Um.

EN: That's amazing. That's really interesting. I've never heard anything like that.

DS: We also so there were there were a number of times we had to evacuate the building because of a foul odor...

EN: Air pollution.

DS: From someone who didn't know what they were doin. [EN laughs] There was one time we had to evacuate because of a explosion. That was a disaster.

EN: Yes!

DS: And...and.

EN: I've also seen in the files I mean I didn't really followed it, but I've seen the files how there was someone, some person maybe some unbalanced person in chemistry who was um...

DS: Oh

EN: ...starting, creating... we don't have to talk about that.

DS: Yeah, not on the record [both laugh].

EN: No, but.

DS: The Illinois Bureau of Investigation...

EN: Uh-huh

DS: ...came in investigated one year. There was uh actual poisoning incident.

EN: Yes.

DS: Cookies

EN: Uh-huh [EN laughs] poison cookies

DS: Poison cookies. They all had arsenic on them.

EN: Uh-huh

DS: [unintelligible sound] That was real.

EN: Yeah

DS: The cookies actually did have arsenic on them. Um, that was never solved.

EN: Oh.

DS: But there have been periodic instances of disruption in the Chemistry lab ya know there's...

EN: Uh-huh.

DS: ...um, vandalism...

EN: Yeah.

DS: ...refrigerators being unplugged that have things growing in them. Things that need replacing...

EN: Yes.

DS: and um or other kinds of equipment that, things like that but periodically have have occurred.

EN: Yeah

DS: But the explosion incident ya know was a grad student working in a lab.

EN: Oh yes, I kind of remember. It was an explosion; he actually lost an eye.

EN: Yes.

DS: Um, but it was hazardous chemicals...

EN: Uh-huh.

DS: ...and we had to evacuate the Building and shut it down for...what ended up being I think, two full days while...

EN: Uh-huh.

DS: ...a specialty company came in and cleaned it up.

EN: Uh-huh.

DS: People couldn't get back in, even if they had left their purses with their car keys in there.

EN: Uh-huh.

DS: Or things...

EN: Yeah.

DS: They they you could not get back in the building. And so that happened like in mid-day.

EN: Uh-huh

DS: And so...it was...

EN: Was that in 1985?

DS: ...No, it was while I was Acting Dean, so it was like in 1992...

EN: Okay

DS: Or 3 or something like that. Two maybe.

EN: Okay

DS: I met with with [David] Werner...

EN: I

DS: ...and we decided...that we would tell our staff not to come in the next day...

EN: Uh-huh

DS: ...and to check with [shuffling papers] Information Number to see when the Building would re-open. And they were just ya know, stay home...

EN: Yeah

DS: ...and check in, periodically find out.

EN: Uh-huh.

DS: So we did [let them]. Um, and so that night, I I go home, and the next morning I find out that uh, I found out that um Ben Quillian who was then the...

EN: Uh-huh.

DS: ...the VP for Administration, and therefore in charge of personnel...

EN: Yes.

DS: ...Shelia Cox [DS coughs]...

EN: Uh-huh.

DS: ...had decided that our Civil Service people should report to work.

EN: Oh...

DS: Ya know, here was a, ignore that somebody was seriously injured.

EN: Uh-huh.

DS: And the whole building was ya know that's...

EN: Uh-huh, right.

DS: That that whole lab was blown up.

EN: Uh-huh.

DS: And the and they couldn't go into their offices, 'cause they were shut down.

EN: Uh-huh.

DS: And they had to report to work. They were supposed to report to Personnel, and they would be assigned somewhere else, where they could do filing...

EN: Uh-huh

DS: ...or some stuff, which made no sense to me because for one thing they were upset. For a second thing, for one day or two would, whatever office they were assigned to would have to train them.

EN: Yes, right [EN laughs].

DS: It takes time to show them...

EN: Right which...

DS: ...how to do the filing involved...

EN: ...reduced probably efficiency...

DS: It wouldn't really help...

EN: No

DS: ...too much. It was just a a thing to show them who was boss,

EN: Uh-huh

DS: They couldn't get to stay ho- oh uh then so then the, Personnel started calling them and telling them, either you report at 8:00 to work. They were calling them at 7:00 in the morning...

EN: Uh-huh

DS: ...either you report in at 8:00 or you're taking a day of vacation [DS laughs].

EN: Uh-huh.

DS: You had to take it as a vacation day.

EN: Oh...

DS: Um, and I I really fought bitterly over that um, but I didn't get anywhere.

EN: Oh.

DS: But I thought that was just really terrible.

EN: Yes.

DS: Um, and it kind of over-rode what Werner and I had talked about...

EN: Uh-huh.

DS: ...although he had agreed to it once...

EN: Yes.

DS: ...[Ben] Quillian had talked to him I guess he didn't, oppose it but...and they didn't actually tell me either. They didn't.

EN: They didn't?

DS: No, they didn't.

EN: They just...

DS: And then, they wanted, then they wanted me to write a report on the incident ya know and uh, but they wouldn't give me access to the official police report.

EN: Uh-huh!

DS: [DS laughs] I thought, "Gee, this is odd."

EN: That is odd.

DS: They don't trust me enough.

EN: Yes.

DS: To bring me into about what is going on...

EN: Uh-huh.

DS: ...but they want me to do my own investigation...

EN: Uh-huh.

DS: [talk to] the Chemistry Chair, etcetera.

EN: Yeah, that was a, was an amazing incident.

DS: Yes.

EN: Well uh [EN coughs] I asked you about, "Turning points." You've mentioned a lot...

DS: Yep.

EN: of them along the way so...

DS: Yeah, I think they are kind of buried in there [DS laughs].

EN: Yeah, I think they are um are there any other themes that you would want to emphasize?

DS: Um, we've come a long, well what was interesting was, well, the year I came, I think the enrollment was like 11,000; 10,000...

EN: Yes

DS: ...ten or eleven thousand. It had apparently, 1970 it peaked to 12,000 and 13,000.

EN: Uh-huh

DS: But most of them were part-time.

EN: Uh-huh

DS: And over the years, we had more and more full-time fac, even though the total enrollment didn't change that much. It was between 10 and 11,000; almost 30 years until the Residence Halls caused it to grow again...

EN: Uh-huh.

DS: and then, that's had a dramatic effect on freshmen.

EN: Yes

DS: 'Cause [with] Freshmen it was only like a thousand or 1100, and now its 1600 to 1700s. There's been a tremendous...

EN: Uh-huh

DS: ...growth in Freshmen and therefore, Sophomores, um, we always had this inverted enrollment, where we had more Juniors and Seniors than Freshmen and Sophomores. Nobody really understood that.

EN: Uh-huh

DS: Now, it's probably more equal. The Residence Halls have made a tremendous difference in the culture...

EN: Yes.

DS: ...among the students. Um, even the ones who aren't, who are still commuters have friends on campus, so they tend to stick around more.

EN: Yes.

DS: It's more like a college experience...

EN: Yes.

DS: ...for them too [tapping sound]. I know, because I went to Washington U. and I was a commuter student [EN laughs]. But, most of my friends lived in the Residence Halls...

EN: Uh-huh! So.

DS: ...and so I didn't really view myself as a commuter [DS laughs].

EN: No.

DS: Ya know I just didn't think...didn't think of it that way...

EN: Right.

DS: ...because, my whole social life was on campus. I think that's much more true now than in the 70s for sure.

EN: Yeah.

DS: So, I think that the and I guess Nancy...Lazerson started the...

EN: Yeah.

DS: ...building [of Residence Halls] he got...

EN: He.

DS: And and for a long time, we could not, we were prohibited from putting up Residence Halls.

EN: Uh-huh.

DS: Uh, ya know Tower Lake...

EN: Yes [EN laughs].

EN: Uh-huh

DS: ...was built, Tower Lake was only put up because um, Rendleman argued...

EN: Uh-huh

DS: ...the State argued, you are a commuter school, you don't need anything, and he argued back, that well we have some, some of our students are married. They have families...

EN: Uh-huh.

DS: And some and and graduate students...

EN: Uh-huh.

DS: ...coming from a larger area, and we need housing from graduate students and married students.

EN: Yeah

DS: And so that's why Tower Lake was built as apartments.

EN: Yeah.

DS: They are all two- or three-bedroom apartments there's no, there's no Residence Hall...

EN: Right

DS: ...over there [DS laughs].

EN: Right.

DS: Uh, and that's great [Tower Lake] for married students and graduate students, but it's terrible for 18-year-olds.

EN: Yes.

DS: And so it never really worked very well until we finally got permission, not using any State money, to put up our own Residence Halls.

EN: Yep.

DS: It's also been pretty amazing that we've been able to creatively finance...

EN: Yes [EN laughs]!

DS: ...adding additional ones [Residence Halls] by turning over the money as we retired our bonds...

EN: Uh-huh.

DS: ...from the previous ones. It's been pretty impressive.

EN: Yes.

DS: But, let's see now, we're going to have a fourth I think that's going up.

EN: Yep, Evergreen Hall.

DS: Yeah, I think that's been great.

EN: Yep, I do too. So that's, that's a turning point that you kind of mentioned, the Residence Halls. Well, any other special memory here?

DS: Uh, no I don't think so, um, we'll probably think of something later. About...

EN: Well yeah. .

DS: ...time to go right?

EN: Yeah well...

DS: We can [Recording ends]