

Oral History Transcript--Christopher N. Breiseth, 2020 February 10-11

Participants:

Christopher Breiseth

Tim Gilmour

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Transcribed by: Mary Watkins, Spring-Summer 2020

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Christopher Breiseth (CB): Ok this one has all my memos to the community. You (Bob Heaman) may remember helping me prepare several community memos a year. I also wrote regular memos to the board and would send the board my memos to the community and I only have them from 1990 to 2000. I haven't found my board memos from 1984-90 but will keep looking. It is sobering to go through the memos from the mid 1990's because we were in such a precarious state.

Jim Rodechko (JR): Are you going to give those to Suzanna?

(CB): Eventually, but I need to consult them for my memoir. I had no idea the kind of depth of information they contain.

Tim Gilmour (TG): He's going to have to go through it and then um I'm the security analyst and I'm going to have to black out some things people can't see.

(JR): Correct it.

(TG): No, not correct it. There's just some secrets of Wilkes that can't see the light of day. You guys can see it though.

(CB): I appreciate your offer, Tim, as a representative of the surveillance society.

(TG): Well like Paul Dirksom (?) [Tim must clarify] public documents that haven't seen the light of day.

(CB): There's another document I want to send , my personal memo in response to the Middle States visit in my final year..

(JR): I'd really love to see that. I don't think I ever did see it.

(CB): You would find it interesting.

(TG): he Middle States people confessed to me that the visiting team chair lost control of the team.

(CB): Well that confession I would guess was informed by my memo, because I wrote it and took it to the head of Middle States. I spent two hours with her in Philadelphia.

(CB): It should come in sequence. It was a logical end to the tensions on campus at the time and some of our good friends used the Middle States team, as faculty frequently do with accreditation teams, to express their grievances. I've dealt with Western States for Deep Springs College's ten year review as well and chaired visiting teams for Middle States. Pent up issues are appropriately expressed through the institution's team. Bob Tuttle was in charge and did a very good job. I believe some of the individuals on the Wilkes committee personally approached Audrey Doberstein, the chair of the Visiting Team, with their issues.

(CB): If you asked me about the 1990's, I would talk about some peaks and maybe a few valleys. I would focus more on how we interacted with the community. I was on the executive board of the Pennsylvania chapter of the CICU and was about to become the head when I resigned from Wilkes. These state leadership activities bubble up in the later documents. But the detail of what we went through with committees, I was a key part of this.

(CB): And the action of Jerry Goldstein's Army, do you remember that? It was the Recruitment and Retention task force and met every Monday morning via conference phone calls.

(JR): Jerry Goldstein?

(CB): Jerry Goldstein. Gene Roth and I brought Jerry on the board, an investment guy at Bear Stearns. He was the trustee at the end of my presidency who persuaded the board to raise the money to name Breiseth Hall. We're still very close friends. He led the recruitment side of the R & R (recruitment and retention) task force and made a significant contribution to our turning recruitment around.

(JR): We should get started on this. All this is going to be relevant.

(CB): Yes but I don't want to talk about the 1990's until I talk about the 1980's.

(TG): Let's start with the 1980's. Why don't you record it?

(SC): I started recording already.

(CB): Oh my God.

(SC): Just from where you started.

(CB): Well, I'm torn. I love your questions and I know this is my day. I can hold forth on all areas. I'm not sure this is valuable.

(JR): Why don't we say who's here and what we're doing. Note: See attendance list at beginning of notes.

(CB): Tim why don't you conduct this.

(TG): Well actually I'll be glad to work with Jim since he seems to be pushing us in the right direction, so feel free, Jim. Now in terms of conducting it, Chris, there are two ways you can go. You can answer these questions and superimpose the chronology over it and we can just say why don't you talk chronologically and hit on these questions as appropriate. I mean I found them very provocative.

(CB): Oh, they are.

(TG): I ended up being more chronological than this, although that's me. I find the Wilkes chapters of your memoir interesting.

(CB): I've only done one chapter on Wilkes and I assume there will be two more. One on what happened internally educationally, curriculum development, and strategic planning. The other will deal with relationships with the community.

(TG): The external community.

(CB): I describe in the chapter on the external community, Project Learn, which is one of the things I'm most proud of. It involved pulling the educational community of the Wyoming Valley together, K through Secondary Education. The Earth Conservancy is worth a whole chapter because it is where I played a community leadership role that was in keeping with the leadership role in the community of previous Wilkes presidents. Some of us did more than others but for all of us community leadership played a central part. I don't think I know as much about Bob Capin's community role because he had to wrestle with keeping the place going financially.

(TG): Afloat

(CB): Yes. Certainly Dr. Mike was very involved in flood recovery. He played a major role in mobilizing the community. You did it with the Chamber, Tim. This isn't on video so I have to identify who I'm talking to. Certainly, Pat Leahy did it. And of course, Dr. Farley set the

example. For me it's an important chapter of my presidency. At the time I arrived in Wilkes-Barre, the bankers were still of crucial importance: Harold Rose, Rick Ross, Tom Kiley. They could meet with Andy Sordoni, Ed Schechter and Jack Cunningham and decide what needed to be done. The Cross Valley Expressway is an example. Then the banks started merging and the new managers came from out of town and weren't going to stay here anyway. All of a sudden, Father Jim Lackamier, president of King's College, and I became significant leaders in the community. Both Jim and I agreed that this leadership role was not typical for college presidents, particularly in large metropolitan areas, but we stepped up to the plate together. We organized the Council of Presidents (COPS), which included the presidents of Wilkes, King's, Misericordia, Luzerne County Community College and the Executive Director of the Penn State Wilkes-Barre Campus. We became a real force in the community, particularly with our K-12 education colleagues.

(TG): So Chris, maybe we ought to instead of talking about this general pattern, maybe take us from the 1980's forward.

(CB): OK. Let me tell you how I got here.

(TG): Good.

(CB): I was President of Deep Springs College, which included 24 students on a cattle ranch in the High Sierras of California. I was there from 1980-83. I went as a full professor of History from Sangamon State University in Illinois, an infant institution (now the University of Illinois at Springfield). I was very active as the first elected head of the Sangamon State faculty senate, which thrust me into some real challenges facing the whole higher education system in Illinois in the 1970's. I spent a sabbatical in 1978, half of it in Europe with my family. While I was there, the Illinois Board of Regents selected a new president for Sangamon State. My memoir spells out how I was instrumental, working with the entire tenured faculty, in securing the resignation of Sangamon State's founding president of whom I was inordinately fond. But he had become a disaster for SSU. Because we were in the State Capital of Springfield, spouses of State Legislators and higher education executives were our students. Our problems were an open book publicly and the president, a brilliant guy, suffered the kind of ego problem that can happen in these jobs. The Board of Regents came to me to say that they were going to do a second public evaluation of the president and asked if I would see to it that this time it worked. I went to the president on a snowy Sunday night at his home with a letter signed by every tenured faculty member asking for his resignation. Crushed and unhappy, he immediately accepted the request. This experience was one of the most difficult of my career and impacted my own subsequent attitudes toward administrative responsibilities. The new president was Alec Lacey who, by the way, had been a staff member of the National Endowment for the Humanities and helped provide freezer trucks to freeze flood-soaked documents from the basement of the Farley Library after Hurricane Agnes. In our first interactions we became modestly friendly but we never really hit it

off. When Deep Springs approached me to be president, I accepted for three years only. Before we left Deep Springs in 1983 to return to Sangamon State (Lacey had granted me a three-year leave of absence from Sangamon State), I got a call from the presidential search service which had conducted the search at Kalamazoo College where I was one of three or four finalists. The Wilkes trustees retained this same firm for their presidential search, the first time I believe Wilkes had engaged such a professional consulting firm to manage a presidential search. During my Wilkes years we used a lot of consulting groups, such as Noel Levitz for student recruitment and Marts and Lundy for fundraising. The presidential search service leader, Fred Ness, had already approached me after I was turned down at Kalamazoo and urged me to be a candidate at Davidson College. I had just finished reading a book on Woodrow Wilson whose father had been a Presbyterian minister. Young Woodrow started at Davidson but found it too religious and transferred to Princeton. Kalamazoo is a Baptist college requiring in its charter a number of Baptist ministers to be on its board. In fact, I was a Unitarian. At the home of Mrs. Upjohn, the night before my last day of being interviewed at Kalamazoo, one of the Baptist ministers asked how I could be a Unitarian, first off, but how could I be a Unitarian leading a Baptist college? I knew the jig was up. The search firm knew that I had turned down the Davidson opportunity because I didn't think it was fair for me as a Unitarian to seek the presidency at a college deeply committed to its religious affiliation. Since Davidson to my mind was perhaps the finest liberal arts college in the South, the search service concluded that I was not a potential candidate for any sectarian college. Fred Ness called, as the moving van was loading our goods to return from Deep Springs to Illinois, and said he thought they had found the place for me. I stood there while our stuff was being carried to the moving van. I found the cardboard part of a used pad of paper, which I still have, to write down the answers to the questions I asked Fred. What is the endowment? How many students? What is the financial condition, all the key questions? Fred emphasized that Wilkes was non-sectarian in a predominantly Roman Catholic area. One of the tensions was from a kind of mafia-like character who wanted King's College, a Holy Cross institution, and non-sectarian Wilkes to merge. I would have to deal with him. But Fred Ness thought I would take to Wilkes like a duck to water. I'd been seriously thinking about black colleges in the South. It was a point where a white might be a missionary type of president (from our present perspective, both naive and condescending). The issues surrounding race were my passion. Some people on the Wilkes search committee, from my resume, thought I was black, which pleased me. Anyway, Fred persuaded me that I should consider the Wilkes opportunity. This was late in June, so you can figure out at what stage the search process had reached at the college. I agreed to be considered but virtually forgot about Wilkes until long after I got back to Sangamon State in Springfield. I was in a couple of other searches. I decided not to get re-involved in Sangamon State university politics. Already the negatives on the new president were strong.

(TG): Who was the guy?

(CB): Alec Lacey. As I said earlier, he had been a senior executive at the National Endowment for the Humanities. He did not go to another college presidency after Sangamon State. I am not sure what he went on to do. I decided to deliver a public lecture series at the Lincoln Library, Springfield's Carnegie Library, on American presidents. I poured myself intellectually into that effort and lectured on ten presidents from Washington to FDR (I did a combined one on Kennedy and Nixon.). The public response to my lectures provided a great way for me to leave Springfield. In October I got a call from Patti Davies. She said the Wilkes search committee would like to interview me. I went to Philadelphia and met the search committee at the luxurious Four Freedoms Hotel, which I continue to regard as an example of misleading advertising considering the dire financial straits of the college, I was being asked to consider leading. I was charmed by the committee. They remained among my closest friends and were our family's friends. Unhappily, most are now gone. It was a very special group. Bob Heaman was on the committee and can provide his perspective. Also, unhappily, the other faculty member on the committee I ended up having to fire, another painful administrative experience. When I referenced thinking about potential opportunities for me to serve a black college, it suggested how much I wanted to go to a place where I could make a difference. I'd been part of Williams College, a small Ivy League campus. As a young faculty member, I watched the progression of faculty members to become deans, then provosts, and then presidents, a process Williams developed almost to perfection. Williams contributed presidents to many top liberal arts colleges. One moment I remember keenly involved two of my closest Williams friends, one the provost, the other the dean of the faculty. I team taught with the latter. The provost had helped secure my post-doctoral fellowship at the University of Chicago. I knew them both well. They became competitors to be the successor to John Chandler as president of Williams. The day that historian Frank Oakley was selected he called to tell me he had been selected. "You've got to call Steve and help him." Steve Lewis in fact went on to be the long-time president of Carlton College in Minnesota. Although I watched the process at Williams, I did not aspire to a presidency at an Ivy League-type institution. I had been a UCLA undergraduate commuter student and my parents were graduates of the University of Minnesota. From my perspective, public universities were the great bedrock of American culture, not just education. Having had coincidentally a rather gilt-edged education, including Cornell, Oxford and the University of Chicago, in addition to Williams, I wanted to go to a place where I could make a difference. I realized when I came to Wilkes that I had moved in my ambitions from serving African Americans to serving first generation Slavic, Italian and Irish American students from humble backgrounds who saw education as their pathway to the American dream. I found Wilkes to be a marvelous place and soon realized how different it was from any place in my previous experience.

I paid a visit to Wilkes-Barre before taking over as president and had a session with Patti Davies and Bill Conyngham. Bill Conyngham was at the end of his term as chairman of the board. He was the chair who hired me. Patti was the chair of the search committee and when the board asked who I would like to be chairman of the board, I recommended Patti Davies. She became the first woman to chair the Wilkes board. The three of us had a meeting in the Farley Library. I

asked them to tell me about each of the key administrative people at Wilkes, including their pluses and minuses. I said I would not talk to them about this again. Once I arrived these administrators would be my people and I would give them all a chance. From Bill and Patti I wanted to know the negatives. The one person they focused on was Andy Shaw. Andy had a unique role in the history of Wilkes. He was a miner's son, with men on both sides of his family who died in the mines. He became Director of the Wilkes Institute of Regional Affairs. Founded and led by Hugo Mailey, the IRA worked to professionalize the roles of regional politicians, politics being one of the major industries in this economically depressed area. Andy was effective at relating to these local political folks. He was an outgoing, compelling character who became the administrator of the flood recovery task force, working with--among others-- Tom Kiley and Judge Max Rosen in handling millions of federal flood relief dollars. I don't know the details but there were some charges made about some mishandling of the funds. As I understand it, Andy threw some suspicion against Dr. Mike, which began the process of Kiley's undermining Mike as president. Mike talked to me about this candidly. While I did not find out about all this when I had this initial conversation with Bill and Patti, they told me that Andy assumed he would be the obvious candidate for president. Partly because of this, the board made a policy decision not to select an insider as president, which was meant to exclude Andy Shaw. They indicated that this had made him bitter.

(JR): At this time was he the CFO?

(CB): I believe his title was Dean of Management and he was the de facto leader of everything financial at Wilkes, including the operating budget and all external grant activity.

(JR): You know it's funny, not to interrupt, but before the flood nobody around here knew Andy at all and then all of a sudden, he had an office over here. We never knew what his title was or what his position was.

(TG): Was he in the IRA prior to that?

(JR): I don't know.

(CB): Yes, he was. I think it was coming from that position that this wider public role became available. Apparently, he handled it well. It was a huge responsibility to take on. My psychological analysis is that it made him a very large figure in both the Wilkes-Barre community and at Wilkes. When I arrived, he was regularly eating lunch with the likes of Tom Kiley and Max Rosen at the Westmoreland Club, no small accomplishment for a kid from the coal mines living in this community. Andy and I had a first meeting as I did with several key staff people before I was officially president. The group included folks like Mahmoud Fahmy, George Ralston and controller Joe Chisarick. During my meeting with Andy, he was mad as hell. He said I didn't know anything about the people in the Valley. He described the deaths and injuries of his coal mining ancestors and talked about his Russian and Polish background. He

declared that I did not know anything about all this. Andy was gruff and honest in his own way and all but implied that I should not be here. He should have been president. Having been alerted by Bill and Patti, I knew our relationship was not going to be easy. On the other hand, he held all the financial information and Joe Chisarick in effect was his bookkeeper. Sandy Beynon was head of the external grants' activity and on his staff. The process by which I began taking over Wilkes financially was to discover how competent Sandy Beynon was and bringing her from Capin Hall (just renamed to honor Bob) to Weckesser Hall to help not only with grants but with other things, taking grants activity away from Andy who would not even give me a summary of our grant activity. For example, he worked directly with Umid Nejib and other faculty. They were dependent on him to bring about successful grants and there were a lot of them. Andy was not about to share all this with me. I am not a finance guy, as you all know. I discovered we had a two-million-dollar endowment and were having enrollment problems. Sandy Beynon was the one who made Andy honest because she knew where the dollars were. By bringing her over to Weckesser, it cut Andy off from his way of managing the grant dollars at Wilkes. He would not sit down with me with spreadsheets to show where everything was. In the autumn I was at church one Sunday (the First Presbyterian Church) and former Wilkes board member, Ben Badman, who I knew was a key figure with the Sordonis, took me aside at coffee hour. Andy Shaw had been having lunch at the Westmoreland Club with Tom Kiley, Ben explained. "You can't afford to let that happen. He has already gotten rid of two presidents."

(TG): You'll be the third.

(CB): So I did a little quiet talking. As I recall, I didn't even talk to you about this, Bob. even though you were my faculty associate at the time. This was something I had to do on my own. So I waited until after the sixth of January, the Eastern Orthodox Christmas, to meet with Andy. I told him things were not going to work out between us. "You're telling me I'm fired?" he asked. I said yes and that there were ways to handle this to preserve his reputation. Until he thought this through, I recommended that we should keep this confidential. "As long as you live you better watch your back. My family will never forget this," he declared. He went immediately to his buddies on campus and said he had just been fired and sought to start little fires among his staff.

(TG): He didn't have too many supporters among the faculty.

(CB): From the faculty, no, but he hoped Gene Manganello, Joe Chisarick, Charlie Abate and others would prove loyal to him.

(TG): Were these all staff?

(CB): They were all staff.

(TG): And were they senior staff?

(CB): Yes.

(TG): And did they work for him?

(CB): He was in charge of everything. In effect he was C.F.O. and C.O.O. We didn't use those terms, but that's what he was doing under the title Dean of Management.

(JR): I didn't know what his title was Chris. I never knew what-

(CB): There was no organizational chart when I got here.

Multiple people talking at once.

(SC): This was January of what year?

(CB): I started July 1, 1984 and this would have been on the 7th of January 1985.

(TG): He reminded me a little of a Boss Tweed type. He never had official positions, but controlled everything.

(CB): Well, he was made by the flood recovery task force. He was their executive and guys like Max Rosen and Tom Kiley depended on him day in and day out. Increasingly he was also running Wilkes when Bob Capin became president. While Bob was a CPA and did have a good big picture sense of the college's finances, he was as dependent on Andy as I was going to be if I didn't lance that boil. Tom Kelly, Bob's real support system, could better analyze the Capin/Shaw relationship than I can. Anyway, for a guy who had been president of a college with twenty-four students at Deep Spring, which, by the way, gave me every experience I needed at Wilkes except parking (Laughter), I think it's not unfair to say that I consolidated my position as president by firing Andy Shaw.

(TG): So I think you gave dates a little while ago, but I'm just trying to get it in my head. You came on when?

(CB): July 1, 1984.

(TG): July 1 1984 and this all happened between July and January 1985.

(CB): And there were a lot of incidents along the way which made me ask to see all the financial information, including the grants.

(TG): Now when you say he controlled the grants, he didn't get the grants. He just controlled the money?

(CB): Yes and Sandy Beynon managed them. I had some suspicions that Andy was not handling some of these resources properly. But I knew from some key faculty, who relied on grant support, that Andy played a crucial role which gave him a kind of power with some faculty.

(JR): There was a Teresa McDonald who screwed up everything. I shouldn't have said that.

(CB): You know that is interesting. I knew her but I never dealt with her.

(JR): I dealt with her for my grants. I never had anything to do with Sandy.

(CB): This tells you how thin my understanding of the organization was at that time. I was dealing with it from the top down. When I pulled Sandy over here to help me, she was totally professional and denied Andy his financial brains.

(TG): So she was essentially the spreadsheet person.

(CB): Yes, she was, for the grants. I don't remember a single grant problem we had with an external foundation. Andy and Sandy, for example, would help Umid to get money. He was the source of the major grant activity on campus. How the grants factored into the budget and the operating resources of the institution was all very murky. When I asked to see the whole financial picture on paper, Andy never came forward with anything. So, Ben Badmen's council reinforced what was already my impression. I couldn't get the data. Joe Chisarick was working on the budget for the coming year. He prepared the figures for me and the board. We would sit together but not with Andy. I was dealing with Joe directly but he clearly reported to Andy.

(TG): Was Joe the controller?

(CB): He was the controller. Poor guy, he literally got caught between Andy and me and that conflict was tearing him apart. This is the context for Paul O'Hop's entrance. I got to know Paul, who was teaching here in the business department on a part time basis. He actually was a faculty member at Marywood, having left his career in the Air Force and a brief time in private business. We drove together to a fundraiser for Jim Rhodes, a Republican State Senator (later killed in a car crash). He was a state senator from Pottsville and was head of the education committee in Harrisburg, so he was an important contact for colleges and universities. And he was a really good guy. Tom Lynott was the head of the Anthracite Institute, which was under the IRA and Andy Shaw. Tom owned the coal mines under Centralia which were on fire. Tom was a piece of work. He was Irish as the day is long. I really enjoyed Tom who was deeply connected to the anthracite world and I hoped he could help us get some anthracite money. Tom persuaded me to go to Senator Rhodes' fund raiser and Paul O'Hop came along. Paul started gently asking questions about finances at Wilkes and then on the way back he was in an instructive mode on the kind of things that really needed to be happening. I asked him to come in the next morning which he did. I virtually hired him on the spot. I had already got free of Andy. It was just Joe

Chisarick and me for the rest of my first year before Paul came on as Vice President of Business Affairs and Auxiliary Enterprises, a vice presidential title that came out of the strategic planning committee's reorganization recommendations.

(TG): So, this is February, March?

(CB): It probably was well into spring. It was a nice drive to Pottsville with no weather problems. On the academic side, when I got here in the summer of 1984, there was the president, the academic dean, Gerald Hartdagen, and the department chairs. The department chairs had no power when it came to policies for the whole college. But they had tremendous power in their own departments. Some were like feudal barons, which they demonstrated when handling tenure and promotion decisions.

(TG): Yea, that's where the power comes in.

(CB): One of the people at this table could testify to this. Because I had been deeply involved with governance issues at Sangamon State, a brand-new university, and at Williams College, where I was secretary for the AAUP in a period involving a black student takeover and the Cambodian bombing problems, I was prepared to expand shared governance at Wilkes. Aside from some consequential faculty committees (Curriculum, Academic Standards and --to a limited extent--Tenure and Promotions), shared governance at Wilkes was the monthly faculty meeting, chaired by the president or the academic dean amidst simmering anger especially expressed by members of the Chemistry and Math departments. Within weeks I convened the department chairs as the members of the strategic planning committee.

(TG): Now, when you say within weeks, this would have been in that fall?

(CB): From August to September, when we opened in the fall. It was the first thing I did.

(TG): That makes sense.

(CB): So, they became campus leaders on the new strategic planning committee. I posed the need for an organizational structure that could cluster our departments so we could get some broader faculty leadership beyond single departments. I already was learning about the earlier three division arrangement Dr. Mike created before the Flood, with division directors Ben Feister, Dave Leech, and Ralph Rozelle. I was learning more about that history from you among others. Bob, how soon did you become my faculty associate, do you remember? [no answer recorded]

(JR): The strategic planning committee met probably late winter.

(CB): Bob, until you came into that role, I was literally naked organizationally. Gerry Hartdagen was a beleaguered academic dean who was not trusted by key parts of the faculty. The faculty

meetings, run by Dean Hartgen or me (as Bob Capin had done), were hell. I mean right from the beginning. I realized I had to empower the department chairs and therefore threw the organizational issue to them. I also had the problem of AAUP censure. This action came because after the flood Wilkes had fired people who had been here for more than seven years and were not tenured, thus the college was in violation of AAUP tenure standards. Because of the flood, the college had to dramatically downsize and those faculty, good people all as I have been told, went to the AAUP because under the AAUP guidelines they should have been given a decision on tenure, up or down, during their seventh year which did not happen. Under the 1940 AAUP tenure document they had a case. Then under the leadership of Max Rosenn, the board wanted to get a handle on tenured faculty and came up with an interruptible tenure policy, so called "Tenure Two."

(TG): So, I understand the flood, that's in Mike's time, and the censure came sometime after that.

(CB): It was after that, but it dominated Capin's whole presidency.

(TG): OK.

(CB): Thus, the so-called Tenure Two policy comes during Capin's presidency, instituting interruptible tenure. The college had both fired people after their seventh year and now said to tenured faculty, in effect, if you don't shape up, you can be given notice. The alternative was to declare financial exigency allowing separation of tenured faculty. The board, understandably, did not want to declare financial exigency because of our status with Middle States. So, the AAUP added a second basis for censure. Bob, you and I don't agree on this, but I did not know about the AAUP censure until I got here for my final interview. I sat with Bob Capin across the hall and he said "You know we are under AAUP censure?" I was an AAUP person both at Sangamon State University and at Williams. I'd been very active and I almost turned around and left. I thought I really deserved to know that and the board should have appreciated my need to know that. It was the only fly in the ointment for me when coming to Wilkes.

(SC): I have a question. There was probably a tenure committee. Did they keep any minutes? Were they supposed to have kept minutes on what the process was?

(JR): No, I was on the committee.

(CB): You don't keep minutes on tenure proceedings. You don't want any record, the less record, the better.

(CB): It's very sensitive. We can talk more about that. Anyway, I'm facing financial issues with Andy Shaw and Joe Chisarick. I got the strategic planning committee appointed, with the department chairs as the members, and I convinced the board that renewable tenure was

unacceptable, which involved taking on Judge Max Rosenn. I had worked very hard at Sangamon State, a new university where we did not want to be governed by the old traditional tenure policy of the Board of Regents. Instead, we tried to establish a five- year review process, with no tenure. The Sangamon State charter faculty typically came from Ph.D. institutions, which did not emphasize teaching. In the new era we thought we were creating, we regarded traditional tenure as a liability to the institution and it was not healthy for the individual faculty member. The five- year review process we sought to establish required a candid interaction among colleagues as to whether there was still a fit between what the faculty member was doing academically and what the university needed. In the end, the Board of Regents would not allow Sangamon State to have a non-traditional tenure policy, but the ideas at SSU informed my approach to the challenge at Wilkes. I began at Wilkes pushing for a five-year review process for tenured faculty, not with the threat of revocable tenure, but with a focus on the faculty member's personal intellectual growth and the individual's support of the college's mission, then being redefined by the strategic planning committee. I went to the board and I said there were very few institutions in the country establishing review of tenured faculty as I had persuaded the Wilkes faculty to adopt. I don't know if this review process for tenured faculty continued after I left Wilkes but it helped persuade the board, including Judge Rosenn, to revoke reviewable tenure. I then went to the faculty at a faculty meeting. I think I was chairing the meeting.

(JR): Yes, you were.

(CB): I said, look, I have to deal with the Board on Tenure Two to get us off AAUP censure. I need the faculty to adopt a five-year review for tenured faculty. The faculty approved the review and Wilkes began a five-year review process. Importantly, senior faculty who did not want to face a three-person committee of their peers, studying their self-assessment in terms of intellectual plans and the relatedness of those plans to the emerging mission of Wilkes, could take early retirement and avoid the review. Several senior faculty took this option, opening up slots to hire new and younger faculty.

(TG): Chris, I want to make sure I understand. That five-year review did it eliminate tenure?

(CB): No.

(TG): So, this is what we call post tenure?

(BH): Every five years.

(CB): Let me go into the mechanism just a little. We were working on the Wilkes mission in the strategic planning committee. In effect, the department chairs were the mission committee. Once we got our arms around the mission, the five-year review process said to the faculty member, what you have to do in your review is to say how what you're doing in your job supports the mission. And what support do you need from Wilkes to pursue your intellectual plans over the

next five years? There were three people on the individual's committee., one appointed by the faculty member, one by the department, and one by the emerging dean. If one didn't want to go through this process one could take early retirement. We had more than five who decided they did not want to be evaluated under this new process, including their intellectual work and its relation to the Wilkes mission, specifically addressing what he or she proposed to do to support that mission. These early retirements did not involve a special financial package. People simply retired on their TIAA-CREF pension. Special retirement arrangements came later when we had to struggle to get off AAUP censure for firing faculty, who had taught for seven years or more without receiving a tenure decision. It took a couple of years and we dealt with the aggrieved former faculty members. I didn't know them as individuals. Jim and Bob, you were close to a couple of them. One woman taught foreign languages; I think.

(JR): (mumble) Kish? She died recently. She was 96, I think.

(CB): So, the chairs studied organizational arrangements and recommended the establishment of three academic schools. I don't recall the schools by name. Initially we called them divisions. At the same time, we got free of the board's "Tenure Two" threat.

(TG): So, the divisions occurred that spring or was it later than that?

(CB): This all started during my first weeks in the fall. I am describing a strategic planning process during the entire academic year, 1984-85.

(TG): Ok.

(CB): The climax was helped by a former Wilkes board member, Elinor Ehret, who was a fishing partner of Mrs. Pew. I was able, at my inauguration in April of 1985, to announce a half million-dollar Pew faculty development grant. All this resulted from the strategic planning committee's work, including the five-year review. The Pew grant provided faculty development funds to support what was needed by faculty who in their five-year review identified needs they had to pursue their intellectual objectives in support of the Wilkes mission. It might be a sabbatical or special equipment for a lab project or computer equipment. We kept news of the Pew grant secret so I could announce it during my inaugural speech in April, 1985. It was at that occasion when Gerry Hartdagen, using a railroad metaphor to praise me, said that the Wilkes train had come to a virtual stop and Chris got the engine going again. This complicated my relationship with Bob Capin who was seated on stage. He actually put the chain of office around me. The board, believing the new president should not have to deal with the outgoing president, had arranged for Bob, a CPA, to work with the local accounting firm of Parente Randolph. He ceased being a tenured faculty member. After my first year he literally begged me to bring him back to teach. As far as I was concerned that was OK, but the board had been wise in its decision. I conferred with the appropriate board members who approved my reappointment of Bob to teach and to advise accounting students, where he was outstanding. One of the down

sides of bringing Bob back on the faculty was that in faculty meetings, which he attended faithfully, he winced every time someone on the faculty made a comment that cast aspersions on things happening during his leadership. When I announced my retirement in 2000, I arranged to retain a part time faculty appointment, but with restrictions on attending the faculty meeting or serving on any committees. In addition, I would stay off the campus for a year. The Roosevelt Institute came along for me and changed my situation. Tim, you were spared.

In that first year of strategic planning, we accomplished what we came here to do: academic divisional structures or schools, a five-year review of tenured faculty, a revised mission and we began reviewing the core curriculum. Meanwhile, which I have told on tape before during an earlier oral history interview, the summer before I came on board, I stopped in Wilkes-Barre on the way back from Washington, where I had attended an ACE (American Council on Education) seminar for new presidents. Wilkes, for a variety of reasons, had three physics position openings suddenly. Gerry Hartdagen by phone asked if we should fill these positions. While I did not fully understand the situation as well as I would have liked, three physics faculty positions at that stage was a no-no. During my travel from Washington back to Springfield, I spent about three hours at Wilkes before continuing home. This is where dear Umid Nejib saw his opportunity. The meeting included Dean Hartdagen, Umid Nejib, Brian Redmond, Walter Placek and perhaps Fred Bellas.

(JR): Fred Bellas.

(CB): Fred Bellas. There was only one person from Physics and Placek would have been chair wouldn't he at that time?

(JR): I don't think so, Fred was the senior, Fred was there.

(CB): So that was it. Breiseth, Umid, Hartdagen, Brian Redmond and Bellas. Umid said we did not need all those physicists but we needed an environmental engineer and we needed more electrical engineers. He suggested we combine engineering, physics and environmental studies in one big department. I thought that made all kinds of sense.

(JR): How did Fred react?

(CB): He was quiet. In thus agreeing with Nejib, (Gerry Hartdagen seemed nervous) I really made a major internal organization decision leading towards the new deanships before I was even on board. In retrospect, I think it was a good decision. We didn't replace the physicists. Our enrollment in physics was pathetic at that point. We began the building up of engineering, which I regard, along with pharmacy, as among the most important initiatives I contributed to during my seventeen years at Wilkes. Strengthening Umid in the leadership role that he played secured not only our relationship with Mountaintop but kept the Mountaintop solid state physics plant here as several mergers took place after RCA. The challenges surrounding engineering,

moving into environmental engineering, schooled me on the importance of Wilkes to the local economy. I understood it in health care because the Wilkes Hahnemann program, while flagging because of problems at Hahnemann, had made a major contribution to health care in Northeastern Pennsylvania and Southern Tier New York. The important Wilkes role in teacher education was obvious. We were a major teacher preparation institution. The regional affairs from the IRA was not as consequential, but Phil Tuhey, who had taken over that portfolio from Andy Shaw, carried on workshops with local public officials. We no longer played a mediating role in labor relations the way we had done with Sam Rosenberg. But engineering, health care, education, those were the three areas where we were unlike a typical liberal arts college. I saw as my responsibility the need to articulate the uniqueness of Wilkes in its relationship with the community. We tried to capture this by referring to Wilkes as a kind of private land grant college with a public mission.

Wilkes was also unusual in its relationship with the diverse ethnic and religious communities. I have told the story before that during my first year Monsignor Madden at St. Mary's invited me for lunch. He told me I was the first Wilkes president to be invited to St. Mary's. He also confirmed what I had heard, that King's College was founded in 1946 to keep Catholic boys from going to godless Wilkes. I began appreciating the unique religious role Wilkes played in the region as the only non-Catholic, non-denominational baccalaureate institution. When I started pushing in the core curriculum discussions to include a comparative religion experience, I was shot down by faculty members, particularly by Catholic Wilkes alumni who had come to Wilkes as students in part to escape the Diocese of Scranton. The Pew grant allowed us to have faculty retreats up at the Kirby House. It was at one of these retreats that a female faculty member, I think maybe from nursing, declared as a Catholic that she and others like her, when students, had come to Wilkes to get away from the Church. "We are not going to bring religion into the curriculum." Here I was, a Unitarian, thinking our students needed to know something about religions. When I later worked with Monsignor Tom Banick, Monsignor Madden's successor, we formed a kind of campus ministry, funded by the Church. The person who performed the role became a member of our Student Affairs staff, with the understanding that he or she was to help Muslim and Jewish students as well as Christians, and not to proselytize. My hardest time with this initiative was with the board. They were very wary. I think my relationship with them was sufficiently strong that they yielded to my intellectual arguments. Students needed some moral and ethical support, particularly commuter students who regularly returned to their home base at night.

In addition to taking courses, one wanted the students to engage in other extracurricular activities as well. This concern led to another first year experience for me. Long time board member and Wilkes alumna, Dr. Elizabeth Slaughter, probably during my second board meeting, at the Academic Affairs Committee, asked student leaders to talk about what they were doing in terms of community service. The big activity, they explained, was getting Wilkes parents to send food baskets to their children during finals. I looked at Liz. She then asked them what they were

doing for other people. No response. She and I began to promote student community involvement. I ultimately was part of the leadership group at the state level for a program called Campus Compact, which by 1992 was a very active program both at Wilkes and nationally. College presidents committed themselves to get their students involved in community service. I was on the statewide executive committee for Campus Compact. When we started totaling up the number of hours of student involvement, Wilkes had more community service hours than any other institution in the Commonwealth of Pennsylvania. I was very proud of our students and the staff that led them, especially Mark Allen. I recalled this initial encounter with the student leaders when I saw Liz recently. Did she remember that first academic affairs committee meeting and she grimaced again because she remembered how sad it was that the student government people thought food baskets for Wilkes's students was their definition of service? Wilkes became very active on that front which was where the campus ministry came in. It contributed to the efforts to get our students out into the community. And of course, a lot of them were Catholic. We had three Jewish institutions on campus, probably the only college in the country that could boast of that. I tried to respond to the religious dimensions of our local setting, our student body and our staff and faculty. It was not something to be overcome; it was something to be worked with. So, I probably promoted more interaction with the Catholic community than any of my predecessors. The fact remained that our first president was a Quaker, our second an Italian Catholic, our third a Russian Jew and then this Unitarian who had been baptized a Lutheran. To me Wilkes was all about supporting the student wherever he or she came from. I'm sorry we never got a Mosque kind of program going. I don't know what Umid sought to do about this since he had many Muslim members among his faculty.

Anyway, during that first year we were moving in all kinds of directions. With the Pew grant we were able at the faculty level to support one's personal development as a faculty member. We began a curriculum review that looked at how students in professional programs were made sure to experience a liberal arts education. Umid Nejib, for example, and the humanists and social scientists had a tough but creative interaction discussing how the engineering requirements were taking more and more of the number of credits their majors needed for graduation. How was the engineering student guaranteeing a solid liberal arts experience? This challenge became greater in the 1990's. In both curriculum and co-curricular activities, we were pushing students to think of themselves as part of the wider community.

We had not completed the fundraising for Evans Hall by the time I arrived. Facing this fact and other urgent capital requirements, we needed a capital campaign. At the second, if not my first board meeting, Patti Davies and I decided to hold it in the old gym. Most of the board members had never been there except for public programs when the gym was used as our auditorium. At the end of the meeting, we took them on a tour of the locker rooms and of course they were appalled. Middle states had put us on warning that our facilities were totally inadequate for sports and other physical education opportunities. So here as a non-athlete, which I am

quintessentially, my first fundraising effort was to build a gym--actually a sports and conference center.

(TG): So, where's Evans Hall in this?

(CB): Evans Hall was the big fundraising effort for Bob.

(TG): Ok, so Bob had that.

(CB): Yes, Bob had that but the college didn't make the fundraising goal. I think it was a three-million-dollar campaign and Bob, literally on his own, raised about two million. So, it became part of my challenge. The big challenge, of course, was how do you get this board to realize their responsibility to raise money and to give their own money and to get more members on the board who would have the capacity to give and raise money? This was a key part of my educating the board as I had done at Deep Springs. My early relationship with the Wilkes board was fostered by David Hall who organized breakfasts, luncheons and dinners for Jane and me during our first summer. The dinners were for Jane and me in private homes. I hosted breakfasts here in Weckesser in the little sunroom. I figured I met 250 people in an intimate setting during my first two months. Mary Rhoades had a gathering in her home in Waverly where I met Bill Scranton. My first question by the way to people locally was to tell me their flood story. I even asked that question of General Frank Townand who was in charge during the flood. I got to know people in terms of that event. I also got to know how they interacted as families and friends in the Jewish and the Gentile communities. I already have alluded to my involvement with the Catholic community. This religious/ethnic dimension for me was a key to understanding the Valley. I remember towards the end of my presidency we had an event at Frank Cuscela's. I realized that two long time board members, one Catholic and one Jewish, who had known each other as Wilkes's students and been lifelong friends--their spouses had never met until that evening. There was a Jewish social world and there was a Catholic social world. It was not as true for the WASPs. The WASP's and the Jews were closer. It took Harold Rosenn at Misericordia to really start building the Catholic/ Jewish alliances, which were wonderful for Misericordia. In any event, Jane and I very consciously brought people together socially.

One of the things Jane initiated during our first year was to have us dine at each of the resident halls with the student house members. The beautiful old houses from my perspective as a commuter student at UCLA, provided a rich environment for students unlike anything I had known until I attended Cornell as a graduate student. To be able to live at Waller Hall or Sterling Hall was fantastic. The board knew this but tended to look more on the cost liabilities of these buildings. In building Evans Hall, they took down a couple of the old buildings. Also, at Jane's urging we started having dinners the night before board meeting in different houses. This involved some special cleanup of the house before such a dinner. The students met board members visiting their houses and we gradually moved through all the buildings that were respectable enough to hold such large dinners. Toward the end of our tenure we got to

Conyngham Hall, the second Conyngham Hall Wilkes received. Mrs. Conyngham, Bill's mother, survived the flood. Her husband had died before the flood and they never did more than a perfunctory cleaning of the first floor. She lived on the second floor which was unaffected by the flood. When she died, the family was going to tear the building down. I don't know all the dynamics, but Essy Davidowitz played a key part. The board persuaded Bill to give his family home to the college and the Conyngham family agreed. Essy, a fairly new board member, urged the family to provide money to fix up the building and maintain it. The family assented but it was a rather bitter pill for them. I never heard a nasty word from Bill Conyngham's mouth, he was the most loveable guy. His brothers had much more bite. But this transaction remained an unhealed wound for Bill. Of course, Wilkes added to the building to get more space for student affairs. Towards the very end of our time here we had a board dinner in Conyngham Hall and Bill came. His wife Corky had died by then. I took Bill on a tour of the building. When we were in Dean of Students Jane Lampe's office, Bill told me this was his parents' bedroom and both had died in this room. He started to cry, moved in part that the house with its many memories still existed. It was one of Jane's most successful board dinners, held in the old Conyngham dining room with white tablecloths and candle light. Bill died not too long after.

Arnold Rifkin and I had a special collaborative effort advancing both the college and the Jewish community. The Jewish Community Center was going to have to leave the spot-on South River Street (which it now has done). The JCC is where our students swam. While the JCC had a swimming pool, they didn't have sufficient parking. If you remember, the drop off situation at the front of that building was dangerous as hell from South River Street. Arnold, a key leader on the Jewish Community Center board as well as on the Wilkes board, decided with me that he would buy for Wilkes what we now call Rifkin Hall. It happened to contain the apartment, which is where he and Sandy made their first home. While he gave Wilkes Rifkin Hall as a student residential hall, Wilkes gave him its backyard and the backyard of Sterling Hall creating an interior parking lot for the Jewish Community Center. That saved the JCC for another generation in that location. We kept the streetscape as it had been back to the 1920's with the modification created by the JCC which was built in the 1950's.

I also interacted with the Wyoming Seminary community, which was WASP or Protestant although it served many Catholic and Jewish students. Wallace Stettler, the longtime head of Wyoming Seminary was a special friend. Then came Jeremy Packer, a Williams graduate. Going through documents for this interview, I found my commencement address at Wyoming Seminary which I'd forgotten I gave. We were, in the eyes of Wyoming Seminary, a second-tier college. They wanted their graduates to go to Lehigh, Penn, or Ivy League schools. Part of my agenda was to build a relationship with Wyoming Seminary so that some of their really bright kids would come to Wilkes because of the quality of our programs. By the time I retired, this was happening. Wally Stettler became an active member of the Educational Leadership Council we

formed which brought together college presidents and school heads and superintendents. He also accepted my invitation to join an advisory board of alumni and community leaders I organized called the University Council. Wally was a faithful attendee and clearly enjoyed receiving inside information on what was happening at Wilkes. As a retired president of Wyoming Seminary, he remained very important as did Jules Ayers, a retired minister of the First Presbyterian Church. Wally Stettler remained a force his successors had to deal with at Wyoming Seminary just as Jules Ayers' successor ministers had to do at First Pres. These relationships were important to me in consolidating my relationship with the Protestant community. Without knowing exactly where we were going, I think the original introductory breakfasts, lunches and dinners were invaluable in giving me a read on leadership people of the Valley and on their attitudes toward Wilkes. An interesting offshoot of these gatherings involved, David Hall's wife, Catherine. I don't know if you remember her. She was wonderful, a kind of Elsa Lanchester. One day she saw Jane and told her that she had witnessed a Wilkes student having a job interview over lunch. He didn't seem to know how to use a knife and fork. Catherine Hall offered to give Jane five hundred dollars if she would do something about this problem. This is where Jane's etiquette dinners, known as "The Finger Bowl," came in. She threw herself into this educational effort which was hugely popular with students. Subsequently the Westmoreland Club established a program, for pay, to help young people learn how to function with confidence in society.

(SC): When did that start?

(CB): Pardon me.

(SC): Those etiquette dinners, what year did they start?

(CB): Well, they would have been in the 1980's. They were part of our early burst of energy. Not 1984-85, I guess around 1988.

(SC): Ok.

(CB): Having just read about the mid 1990's when we had to come out of a deep trough financially, by contrast things were going from strength to strength at the beginning of my tenure in the 1980's. By 1990 we reached 2100 undergraduates. Thereafter we drifted downward. Things had been getting better and better in the late 1980's. Tim, you will be interested in this. We faced the first of my two Middle States ten-year self-studies. The first day I entered my office in Weckesser on the top of the pile Peggy Corbett had built up for me was a threat from Middle States to take away our graduate accreditation because of the teacher coaching program we were offering throughout much of the Commonwealth. It was created and run by a for-profit organization with which Wilkes contracted. The three courses were designed and run by a big, creative guy from Newark New Jersey, who happened to be profoundly dyslexic. [The details on this special arrangement are described in the Joe and Barbara Belluci interview]

(JR): I can't remember his name.

(CB): The three courses focused on coaching teachers how to be coaches in promoting their students' learning. The courses were in fact terrific. Middle States had trouble with the quality control of a program we were giving over great distances from Wilkes-Barre, employing a large number of experienced school teachers to deliver the courses. The control issues seemed to violate conventional norms. Joe and Barbara Bellucci arranged our relationship with this company and managed the effort.

(TG): Now this program was theirs?

(CB): Not personally theirs. Wilkes was the contractual agent. I don't know how long they'd been in it. Eugene Hammer was the education department chair who had approved it.

(JR): Yeah.

(TG): It was the goose that laid the golden egg.

(CB): Literally the first item I had to deal with was with Middle States. I got in touch with the head of Middle States and actually went to Philadelphia to meet him. We talked about a special visit to evaluate the program and talked about appropriate chairs. I need to find his name. We really clicked and he began using me on Middle States visiting teams. My final adventure with Middle States in 2000, under his successor, included the number two staff person with whom I worked throughout the 1980's and most of the 1990's. She was part of the visiting team in 2000 who executed the will of the team chair. I was not prepared for the role this staff person played.

(TG): Let me just say about your talking about this head of Middle States you got close to and worked with throughout the 1980's and 1990's and then that number two-person number was part of the group that sort of turned?

(CB): Yes, she was a part of the site visit. She was the key person we were dealing with and had done so throughout our self-study process. She knew Wilkes--and me-- well..

(TG): She was a Middle States staff member?

(CB): A Middle States staff member. She was really creative but I think she was following the leader, the president of Willington College, Audrey Doberstein, who by the bye was the highest paid president in America of any college or university, including Harvard and Yale, at the time of her retirement. Her husband was one of the key staff members for the DuPont foundations which funded Wilmington College handsomely.

(TG): Yeah, that was a while ago.

(CB): She was from the Wyoming Valley. Her father took courses at Wilkes as an older guy and became a minister in part by virtue of his Wilkes education. I had spent time with her in Wilmington long before there was any thought that she would be our Middle States team leader. Indeed, I was enthusiastic when I found out she was going to be team leader because I thought this is a person who will understand Wilkes well. But let's hold that story.

(TG): Yeah when (mumble.)

(CB): When I met the person selected by Middle States to head the special evaluation team to look at this coaching program for teachers, probably in late 1984 or early 1985, I discovered he was president of the New School in New York and had been a student at Deep Springs. I had never met him. He and his team came to Wilkes-Barre and the whole team was blown away by the quality of the teaching programs. They came at a time when they could actually watch some of the courses being given. We got a glowing report, secured our graduate status for other degrees and it gave Joe encouragement to build the program further. We ultimately had to deal with a geographical distribution problem; it ended up covering primarily Eastern Pennsylvania. Before that, I believe, we were teaching the courses all over the Commonwealth.

The second item on my pile that first day involved what to do about Gilbert McClintock's office building which was next to our dormitory, McClintock Hall, which had been his home. We were selling the office building because we were under pressure at that point both because of the town and the tax issue and because we had too many properties given that enrollments were way down. We stopped using some of the buildings for dorms. We had already sold what became the Guard Center and the house next to it, which I believe was called Chapman Hall.

(JR): Was it Parrish Hall?

(CB): Yes, Parrish Hall.

(TG): That's what became the Guard Center?

(CB): The Guard Center, headed by the Shovals, had also bought Chapman Hall which was next to the old Parrish Hall. The next building going south was Gilbert McClintock's office. The person who wanted to buy it was Ken Pollick and the sale had all but been worked out by Andy Shaw. So literally my first day I'm confronted with a real estate transaction that Andy had brought to the point of fruition. I consulted Patti Davies as chair of the board, asking to share her instincts about the proposal and what she knew about Ken Pollick and Andy. The result made me pull back from the transaction which probably contributed further to Andy's resentment of me. Ken Pollick, one of the wealthiest guys in the Valley, was apparently ticked off. He and I subsequently developed a good relationship, as did Jane and I with his talented wife, Marion. We frequently dined at her restaurant, "Top of the 80.," and she would join us briefly if she were present.

(TG): This Ken Pollick is the father?

(CB): The father, yes. They had a house on campus which in their mind they wanted to give to Wilkes to be the president's house.

(TG): Oh yeah, it's the one next to the student center. Ok, I remember that.

(CB): So, I right off offended the Pollicks and of course I offended Andy Shaw. We held on to that property for a long time and finally sold it to David Baltimore and his son Terry. All these property transactions, from Parrish Hall to McClintock's office, resulted from Wilkes' promise to the town of Wilkes-Barre to reduce our tax-free footprint thus increasing the tax base.

At the conclusion of my first year and before the beginning of my second, we held a faculty retreat at Kirby House up in Mountaintop made possible by the Pew grant. We invited then provost at Bucknell University, Fran Ferguson, who went on to be a long-time president of Vassar College and a good friend, to be the keynote speaker. It was a wonderful event, planned by the strategic planning committee during the summer. I don't remember how many years we had such retreats but they were held for several years just before the beginning of the fall semester. Typically, the topics included reports of special committees and task forces from the previous academic year as well as plans for the coming year which re-energized us for the year ahead.

(JR): They had a swimming pool there too.

(CB): That's right. Thus, the faculty development grant, a key part of my inauguration speech, was crucial in helping us redefine the Wilkes mission. Then you, Tim, picked it up and gave new life to the mission discussions. During our more than two decades as presidents, Wilkes changed dramatically in response to a changing educational climate, changing enrollment and obviously the mission changed accordingly.

(TG): So, the story is a continuing evolution of the mission through the 1980's and the 1990's?

(CB): Yes. As I reread all these memos I wrote to the faculty each month, I thought, God, the faculty must have got tired of these uplifting memos presenting the problems, but also the opportunities, we faced. Finally I posted a memo from either 1998 or 1999 that captured, within my upbeat language, the underlying whirlpool of threatening challenges we faced. I wrote that I had to be blunt. I said I'm hearing from lots of people around town saying how much trouble Wilkes is in, how bad things are.

(Knock on door). Unknown voice: I have some food here; I'm going to bring it in and I'll set it up.

(CB): Good, that's fine thank you.

(TG): So, you really need to continue with this.

(CB): I put my comments in the context of the Valley culture, where folks seemed to prefer to be down on things. It seemed the local natural condition. People were more comfortable complaining about things than affirming opportunities. I said this was toxic and it disregarded all the good things happening. The enrollment was coming back, the Pharmacy program was having a terrific positive impact. I said the negative talk could kill the place. And this is part of why I made the decision to retire so swiftly in 2000. So much on the ending of the story for this afternoon.

Through the 1980's and most of the 1990's I played an increasing leadership role in northeastern Pennsylvania. Initially I got the Council of Presidents (COPS) going which included LCCC's Tom Moran (a Wilkes alum) and Penn State Wilkes-Barre (with their charismatic leader Jim Ryan) whom Father Jim Lackenmier at King's and Joe Fink at Misericordia were reluctant to include. It was essentially the three private or independent colleges not wanting to include the two public institutions. The three independent colleges had a certain hostility to the Penn State campus. It is of historical interest that Dr. Farley had to make the decision of whether to accept the gift of the John Conyngham estate and make it the Wilkes campus. When Farley refused, John Conyngham gave it to Penn State and the Penn State Wilkes-Barre campus was born.

Under Paul O'Hop's leadership we did a lot of renovation of the old buildings. We did major restoration of Capin Hall. We built the new bell tower, an idea pushed by John Chawlick. (Group Laughter). John felt we needed a bell tower dedicated to our first student to become a medical doctor, Charles Burns. Such a dedication recognized the importance of health care education at Wilkes. The architectural firm of Bolin, Cywinski & Powell designed the bell tower which segued to their getting the contract to design and build the Arnaud Marts Center. I believe Russ Powell is the name of the architect who designed the Marts Center. What came out of that original board meeting in the old gym in 1984 was the need for a new gym. This decision was linked to the commitment to launch a capital campaign. We were responding to the pressure of Middle States. As we scoped out the new building, it needed to serve more than athletics. It should provide space for Commencement and other major gatherings, as well as space for classrooms and conferences. John Reese lobbied forcefully for wrestling; half way through the design John got us to commit to a first-rate wrestling practice room so we expanded the basement. We were only going to develop a basement under half of the building. With Allan Kirby's help we met John's request and built a basement under the entire building. That same logic also happened on what became Breiseth Hall. We were not going to do more than a peripheral basement there but we expanded it to a whole basement again with Allan Kirby's help. I don't know that he gave us the money but his logic as head of the Finance Committee was that we needed the additional space. So, a basement strategy became part of my edifice complex. Through the 1980's we built the Marts Center and rehabilitated many residential dorms. We got to a million-dollar renovation of Kirby Hall in the 1990's. The ghosts are still there right, Bob?

(BH): I think so, yeah.

(CB): In addition to renovation of old buildings, we did some strategic purchasing of property. In the case of the McNellis property, between the Farley Library and George and Hilda Fenner's house, we bought it and tore it down. This provided land for George Fenner's rose garden and parking for Hilda's Dress Shop. This decision led ultimately to George gifting us Fenner Hall and a substantial seven figure bequest upon George's death. Even before that, Hilda relented and they gave Wilkes their back yard and carriage house which opened up the campus from South Street to Ross Street. The resulting quadrangle was appropriately called the Fenner Quadrangle. I received much satisfaction from the property negotiations with George Fenner and Arnold Rifkin. During our first few weeks here, Jane was in the Kay Regan Dress Shop on the southwest corner of South and South Franklin Streets. The owner asked Jane if she was the wife of the new president of Wilkes? She said yes. He indicated his desire to sell the building to Wilkes. It presently is the Roth Center.

(JR): You got Schiowitz and also the one next to that.

(CB): Yes. That became Fortinsky Hall, a student residence. All this was happening during my first two or three years. Paul O'Hop was crucial to the financial management of these property transactions as well as the new building construction and renovation. Working with the Finance Committee and the Endowment Committee of the board, his financial skills inspired their confidence which was crucial when we made the commitment to create the Pharmacy Doctoral program which involved a 25-million-dollar bond issue with which we included a refinancing of our debt at a much lower interest rate. Thus, we went into a savings mode while building the campus and our academic programs during the difficult 1990's. The commitment to the Pharmacy Program occurred as enrollments were going down. It represented the greatest risk taking of my 17 years at Wilkes--and it worked.

(TG): Yeah, Pharmacy was started effectively in the 1990's.

(CB): The commitment was started in 1993. The 25-million-dollar bond issue provided us the money to rehab the Stark Learning Center for Pharmacy, the money for the Classroom Office Building (subsequently named Breiseth Hall) and the money for the Frank and Dorothea Henry Student Center. This building expansion came at the depths of our enrollment crisis, when we went from 2100 to 1750 students in only a couple of years. That is also when we structured the special buyout for faculty members offering early retirement under advantageous terms. Poor Mike Lennon had to manage this process shortly after he arrived to be Vice President for Academic Affairs. Along with the new and rehabilitated buildings, we opened up the Fenner Quadrangle which to me was almost more important than any single building in creating a sense of a university campus.

(TG): Now you did that pretty much at the same time you were doing these other buildings. I'm talking about Breiseth and the Stark renovation.

(CB): Yes, and ultimately reflected the work of the strategic planning committee. In taking on the enrollment challenge, we hired the consulting firm of Noel Levitz. We retained consulting help for marketing, including design of a new website. And of course, we worked with Marts and Lundy for our capital campaigns--as Wilkes had done since the days of Dr. Farley.

(JR): When we got the quadrangle what was there before? I'm having a tough time remembering.

(CB): The carriage houses, The Fenners carriage house, the McNellis carriage house. There was no way through campus when those still existed as private property backing up to Stark.

(JR): There was a parking lot behind Capin that extended over a little bit.

(CB): Yes, which was created after an earlier purchase and tearing down of a private house. To get into Stark from South Franklin Street, you had to go behind Farley and Chase and there was parking there and a side door into Stark along with a walkway on the east side of Stark, behind the two carriage houses. So, I think there was some connection between Capin and Stark offering a mid-block connection between South Franklin and Stark

(JR): I was walking every day to Capin.

(CB): Capin to Stark.

(JR): You could get there. There was a brick wall we had a carriage house behind the building that was next to Stark.

(CB): Where Breiseth Hall is now, we had a carriage house behind the building that was next to Stark.

(JR): Ok, yes, I remember.

(CB): So, there was an interruption, carriage house interruptus, all through the center of the block. I remember my great moment of insight, which it's painful to acknowledge that I did not see before we were preparing for the John Wilkes statue, that the Farley Library opened into the campus. Every other building on both South River St. and South Franklin St. opened to the street because they were houses. I said to myself someone had the idea that at one point the campus would have this whole open space. That became the perspective we brought to the planning, which involved taking down the old Christian Science Church which was the bookstore. I used to drive home from Torch Club with George Fenner. When he pulled into my driveway to let me out, that was the time I worked on him to get rid of their old carriage house. Hilda didn't want to

do that because she feared there would be noise from students which she couldn't stand. My daughter Erika worked for her in Hilda's Dress Shop and they developed a special relationship. And I bought Jane's birthday and Christmas presents from Hilda, who selected them during her buying trips to New York. I would automatically come in and buy the dresses or suits Hilda selected which invariably were successful. This intimacy between the Fenners and the Breiseths family paid off. It was the Fenner's release of their carriage house to Wilkes which began paving the way for what we would call the Fenner Quadrangle. When we finally made the transaction, we gave George that portable woodshed where he could keep his tools and that segued into the greenhouse for Mike Steele and others. Anyway, that is how the physical development of the campus happened. I forget when we did Ralston field. It was while we were losing football big time. The field was in terrible shape. The locker room situation over there was pathetic.

(TG): Was that the 1980's or the 1990's?

(JR): I think it was in the 1990's.

(CB): Do you think it was the 1990's?

(JR): I thought so. I thought after the gym.

(CB): It was definitely after the Marts Center.

(JR): I think it was before Joe Demelfi became coach.

(CB): It was.

(JR): Joe became coach around 1990.

(CB): His first year was a losing season, I believe with just one victory. Then we converted the old locker rooms into a modern, well-equipped facility for both men's and women's home and visiting teams. We took the old shantys, where miners went down into the mines, which Wilkes had converted into locker rooms. We kept this structure and wrapped around it a new structure with a total renovation of the old space. The very clever design was done by a husband-and-wife architectural team, Baaker and Lewis (sp?). They did the wrap around with separate facilities for home and visiting teams, plus a weight room. It transformed our field sports. The Marts Center did it for basketball. This new building did it for football. Jim, I believe in Joe DeMelfi's second season, we were on the edge of being in the Division Three NCAA finals except for the first and goal fumble on the one-yard line as time ran out.

(TG): Well shall we take a break?

(JR): Let's get some (mumble)

(SC): Yes.

(CB): Betsy Condron, my community relations advisor and an institution in the Wyoming Valley, had an accident which I heard about when I came to Wilkes-Barre recently. I heard she was in the General Hospital so I stopped about 8:00 at night and they let me in. I found her room number and walked in. She recognized me. I was very touched. She was entirely bruised and looked only partly there but she remembered the names of my daughters and I showed her pictures of them on my cell phone. She had stayed in touch so I wanted to show her Lydia's baby. I spent about twenty minutes with her. I asked how long she thought she would be in the hospital. She said she would never walk again. Her leg was horribly mangled. From Tony Shipula I heard she had been left off by her daughter after attending an event that night. Instead of going to her room, she went for a walk which was her healthy addiction. But this time she walked into the path of a truck. She had no recollection of what happened. .

(BH): Who was this, Chris?

(CB): Betsy Condron. She died a couple weeks ago and I just couldn't get down. I think they are going to have something this spring. Her passion was walking and she exercised that freedom that night rather than be controlled by her daughter. Her two daughters worked hard to keep her alive. They had her move from her home on Reynolds Street in Kingston into what used to be called Heritage House. She was 92, had an absolutely full life and, if she lived longer, would have been confined to bed. Betsy belonged to an old Wilkes-Barre family (the Bells) and initially married the brother of Bill Conyngham's wife, Cordelia Parkhurst, John Parkhurst. After a divorce, Betsy married Joseph Condron, a member of a large Scranton Irish Catholic family. She worked for years at Wyoming Seminary and then came to Wilkes as a community relations director. She helped plan our public events, including my inauguration, and cultivated the old families and other organizations, especially those involved with the history of the Wyoming Valley. Her walking tour and her lectures on the old houses in Wilkes-Barre were immensely popular. She was very close to our family, particularly Jane, and in recent years I saw her for lunch several times a year when I came back to Wilkes-Barre. Even after her retirement she attended all the special events at Wilkes, the Scholarship Luncheon, the President's Gala, the Max Rosenn Lecture, etc. She was perhaps my closest Wilkes-Barre friend.

(JR): I know how it is when you think you're not going to walk again. I'll tell you those first few days in John Heinz were really filled with depression. I could barely get out of bed. By the way

in the hospital or a nursing home all vestiges of dignity disappear. [Laughter] Time for a catheter, got to go to the bathroom, in ya go.

Group laughter.

(TG): I had a cousin who was a doctor. He was talking about this and said I don't care how much you spend on skilled care, he said, it's the closest thing to hell. And I'm pretty well convinced that he shut himself down completely and died because he was not going into a home knowing what it was like.

(CB): Well, my mother did that, she stopped eating. She knew she was going to have to go to the hospital because she could no longer get up and down on her own. She was living with my brother in Oakland. In the hospital she asked my brother and sister to leave the room so she could talk to the doctor alone. The doctor told us she asked him who was in charge. He responded that she was. Then she said she wanted no nourishment except what she could take in her mouth. The only tubes should be for pain medication. Was that her, right? she asked. The doctor said yes. That was on a Monday morning. I was planning to attend on the following Saturday the Anti-Defamation League dinner honoring Gene Roth where I was to be the MC. I got the call on Friday night that my mother had gone into a coma. So, I had to call Gene and say I could not be the MC which I deeply regretted because Gene had been so good to me. When I got to Oakland, I had two days with her before she died on Monday, Valentine's Day. She starved herself. Her organs shut down, one after another. Having studied the issue, she knew if you stopped eating, you die. I have watched other people, without acknowledging it, choose that path. That's what they were doing.

(BH): More and more people want to stay home and not go to the hospital at the end.

(TG): Well, you lose your dignity.

(CB): It's dignity. But you need service, that's why hospice has developed so far.

(JR): I adjusted to John Heinz too. At the end they released me. I asked them if you think I need more time here I'll stay. And they said no, you can go but I got used to being there. It wasn't too bad. Ginger came up every day and saw me, bringing newspapers and what not. I read, I got to know some people there. I could do a nursing home if I had to. I wouldn't want to.

(CB): Well, Bob gave it the old college try.

(BH): I don't remember any of it.

(JR): But you remember Providence Place, your experience at Providence Place.

(BH): Oh, when I was staying there, yes.

(JR): You liked it for the most part.

(BH): Yes, it was a piece of cake.

Laughter

(CB): You were kind of a B+ about it, but Hankie was an A+. I visited you there twice. I watched Hankie's way with the women.

(JR): Hankie was an amazing one. Bob would wake up in the middle of the night and Hankie would be gone. He could open the door and then he'd get on the elevator and go.

Laughter

(BH): When I was out, he didn't like to be alone (mumble) so he did pretty good on the elevator, and roamed all over the place.

(CB): There's got to be a good story written about that. A wonderful children's story.

(BH): He was the only male dog in the hospital. There was only one dog so it doesn't make any difference. There were 120 women in there so you can imagine.

(CB): How did they treat you?

(BH): Well, I was the hero because of Hankie.

(JR): Tell them your Pinochle experience with the two ladies.

(BH): Three.

(JR): Three ok.

(BH): I don't remember the experience.

(JR): You played Pinochle with them. Bob had played Pinochle at one time and said I'll take care of them. Well, the three of them wiped you out. What did they say, they said how old are you and you told them?

(BH): Oh, that yes. Well, the one said to the other how old are you and she said 93 and the other one said I'm 94.

(JR): Bob, you were telling me it was 100.

(BH): Well it may have been.

(JR): One said I'm 100 and the other said I'm 101.

(BH): Yes.

(CB): If you spend much time in and around nursing homes, you discover that the population is overwhelmingly female.

(JR): Oh yes, I think there may be a dozen men.

(TG): They have more staying power.

(CB): Well, there's no question they are the heartier gender.

(JR): My dad was 99 when he died in Wesley Village. He was the oldest male. There were I think eight women over 100 at that point. The oldest was 106.

(TG): Alright guys I gave us a little breathing room. We could talk about nursing homes. It's a better story 100 years old.

(CB): Ok let's begin again.

(TG): So where were we? You were talking about which--

End of tape.

Timothy Gilmour (TG): ...The facilities in the 1980s and 1990s, at least that's what I have and the bonding which you did, or Paul did, rather cleverly and which you'd done to some degree externally.... [Inaudible]

Christopher Breiseth (CB): By the way, with the 25 million bonds, in a period that was good for the stock market, the endowment rose to \$23 million. It had been a little over \$2 million when I arrived in 1984. [TG: Yeah] During my 17 years, we borrowed about \$50 million dollars to build up the campus and we raised \$50 million in two capital campaigns. I think the endowment was about \$23 million when I left?

TG: I thought it was a little higher than that.

CB: It may have been 25.

TG: It might have been in the 30's, actually.

CB: \$30 million was my endowment goal before I stepped down. The goal of the Wilkes Future Campaign was to raise \$30 million. So, the tough decisions we made in the 1990s, after enrollment collapsed, and the recovery which you inherited and continued, were a result of collective effort: task forces, strategic planning committees, long range master planning, all that got started in the 17 years I was here. It got more and more professional and we used outside consultants more and they added value. Marts & Lundy's Gwinne Scott was crucial to our increasingly sophisticated fund raising. Tom Hadzor, our vice president for development, was a huge contributor. He went on to play a key fund-raising role at Duke University in different departments, the library, the cancer research center and the law school. We began serious cultivation of Wilkes alumni, a constituency Bob Capin worked on but found frustrating in terms of their lack of responsiveness financially. Dr. Farley, as I read the record, never created the expectation that Wilkes's students as alumni had to pay back their alma mater for what they received from Wilkes. What they were expected to do was to contribute to society through their lives and careers. Dr. Mike did crucial fundraising for flood recovery but did not have time to build a strong alumnus fund-raising effort. Beyond flood recovery, his focus was more related to the curriculum where he made significant new commitments. The Flood created a whole set of dynamics in terms of fund raising, but they involved survival, a work which Bob Capin had to continue. The trustees did not see themselves as the pockets [TG: Hmhn] that had to come up with major, leadership giving. This reading of the situation helped establish my initial priorities in fund raising: encourage Wilkes alumni to commit their resources to their alma mater and help the trustees understand their pivotal responsibility to lead the fund-raising efforts, both in support of annual operating expenses and of capital campaigns. I spent a lot of time with alumni and started travelling.

Perhaps my best early fund-raising story, Suzanna, involved my first trip to Florida for Wilkes. I think I was going to a CIC meeting at the Fontainebleau Hotel in Miami (Council of Independent Colleges), which along with my interview at the Four Seasons in Philadelphia, were the most elegant hotel experiences of my early presidency. Happily, Jane accompanied me on the Miami trip. Our staff had arranged a dinner with an alumnus, Ron Sampiero (class of 1969), whose parents had owned and run the VIP Coffee Shop in the old Sterling Hotel in Wilkes-Barre. Ron was now Vice President of Food and Beverage at the Intercontinental Hotels whose restaurants included Regine's, a famous locale on "Miami Vice." He began by sending a black stretch limousine to the Fontainebleau for Jane and me, complete with a chilled wine bar. We arrived to join about 15 Wilkes alumni for a spectacular cocktail reception in a room that was two stories

high, with a spiral staircase winding up to the second story. One whole wall was banked with elegant hors d'oeuvres. Several waiters took care of us. After a while, we were feeling no pain and Ron asked how many of us would like to stay for dinner. We were unanimous in our positive response. At dinner, in the most exclusive restaurant in the hotel, each of us had a waiter and our host decided that he had come to know us well enough to order for each of us. We each had something different. When the waiters departed with our orders, someone asked the group, "Where do you go to eat when you go back to the valley?" One alum responded, "Victory Pig Pizza." "So do I," said another. [Laughter] And so all around this elegant table there were enthusiastic accolades to Victory Pig Pizza and Abe's Hot Dogs. [JR: Oh yeah, Abe's] Amidst all this Miami affluence, these real Wilkes people loved Abe's Hotdogs, [Robert Heaman (RH): Hmhn] and Victory Pig Pizza. [Laugh] [RH: Yeah, yeah, it's still good.] [Laugh] I was getting to know Wilkes Alumni. Even when they became successful professionally, they retained their down-home humility, their love of their families, and, if they were locally raised, their love of the Valley. One of the cliches of my early years at Wilkes was that it was still the 1950s in the Wyoming Valley and things still worked.

One of my tag lines at almost every alumni event was my plea that when people asked "Where did you go to college?" I urged them to lift up their chins and say "I went to Wilkes College, now Wilkes University, in Northeastern Pennsylvania." I had discovered that Wilkes alumni, in response to the question, began mumbling "A little college in Pennsylvania." Where? [Mumbling] "A little college in Northeastern Pennsylvania." Well, what was the name of it? Finally, the answer: "Wilkes College." Furthermore, at more than one alumni event, two attendees found out they had both gone to Wilkes and known each other at work, but had never established that they both graduated from Wilkes. I responded that if they had gone to Harvard and were meeting someone for the first time, within 30 seconds they would know whether they had both gone to Harvard or Yale or Princeton. I argued that we have to get Wilkes people to do that around the country. A very focused part of my objective was to get alumni to express their pride in their Wilkes education. Dr. Dan Kopen was a key part of this message. [TG :Yeah] When I helped get him involved he began speaking publicly about how when he left Wilkes for medical school, he had little confidence in his Wilkes education. When he got to St. Louis University [TG : Yeah he went there] and Barnes Hospital [TG : Yeah] he discovered that he knew more than the graduates from Harvard and other elite institutions.. Because of Chuck Reif in Biology Dan knew how to write. Because you could lose an ear, well, not Vincent Van Gogh style, if you didn't have the comma in the right place. [Chuckle] If you used a semi colon wrong, you felt hopeless. Dr. Reif gave a split grade on content and form. [RH: Hmhn] You could get an F on form and an A on content. Dan would describe this experience, with Chuck Reif in the audience, beaming from ear to ear. Dan was not alone. I spent a lot of time with Paul Wender at Stanford and got to know Dr. Catherine DeAngelis and others at the very top of their profession. At one point the press started calling us to see if Paul Wender had received the Nobel Prize for his pioneering work on Taxol to fight breast cancer. Dr. De Angelis became the first female dean of a major medical school (Johns Hopkins) and later editor of the Journal of the American

Medical Association. All three of these major medical science professionals credited the rigor of their Wilkes education and the quality of their faculty for their success.

I think a big part of what I contributed in my first ten years was with alumni. It was through the University Council [**BH:** Hmhn], on which we recruited up to 100 people, mostly alumni, who we brought to campus to keep them informed on developments at Wilkes, that we extended our reach. We asked them to host alumni and friends' events around the country. Emily Gino, a University Council member and since a major supporter of Wilkes who comes back frequently to major Wilkes events, held two Wilkes events in her home in Southern California. There was some tension between the University Council and the Alumni Association. I felt the Alumni Association, primarily a local group, was kind of stuck in the mud in the way they had always been doing things. With the University Council I was doing an end run [**TG:** Hmm] to put some people--both alumni and friends, both local and national-- together to focus on who we were and where Wilkes was going as an institution. The University Council was also a nursery for future board members. I think the outsider in me saw an opportunity to project Wilkes outward from people in the Valley to alumni out in the world and provide them with information that helped them acknowledge what Wilkes had meant to them. When the Pharmacy program came on, you know, we had a lot of the alumni in the healthcare professions and all of a sudden, wow, they said, that's my college, my university. We were very much confronting what I regarded as a pervasive cultural factor of the Valley, a chronic negativism or lack of self-confidence. In very general terms, the people who stayed here after the collapse of the Anthracite and railroad industries, were not as ambitious as their siblings, like the Mankiewicz brothers who went on to play major roles in Hollywood and the Kennedy administration. [**BH:** Hmhn] I got fascinated by who was who and tried to get prominently successful alumni involved. When I went to LA I met with Edythe Rudolph Landau (class of 1948), who with her husband Eli Landau, were major Hollywood producers. Her brother, Mindy Rudolph, a great basketball player at Wilkes, became one of the major national professional basketball recruiters. [Jim Rodekho (**JR**): Mindy Rudolf would have been referee.] He went on to be referee, [**JR:** Yeah, yeah] but he was also a ball player. The Landau's son also became famous in Hollywood. I think his name was Jack. I would bring Wilkes alumni in L.A. together with people like Joe Pinola who, at the time, was CEO of First Interstate Bank, after failing to take over the Bank of America. I also got John Wodraska (class of 1970) involved when he was the CEO of the Metropolitan Water District, one of the largest water management positions in the country. He held Wilkes events for us in L.A. and later in Dallas, Texas, when he joined the ill-fated ENRON. My strategy was to surface successful alumni around the country and get them to know and recognize each other. This was a first step in turning them into ambassadors for the high quality of the Wilkes education they had received. [**BH:** Hmhn] And there were similar stories in Boston and in Washington, and in Chicago and several in Florida. There was also the richness of certain classes, especially the Wilkes class of 1957. It included Eugene Roth, Frank Cuscela, Larry Cohen, Jesse Choper (Dean of the Bolt School of Law at U. C. Berkeley), Leslie Weiner (a major medical doctor in Los Angeles), Bill Tremayne and Seymour Holtzman (founder and CEO of Jewelcor). Seymore

Holtzman's son, Mark, is a major guy. Do you know about his son? [TG: Yeah, I know] Mark and I occasionally get in touch through LinkedIn. He allowed my daughter, Abigail, to use his Budapest apartment when she was spending a year teaching English in a provincial town in Hungary. Mark was president of the University of Colorado for a while and he was a favorite at the Reagan White House. When Mark came through the gate at the White House, the Secret Service just waved him on through. Reagan found him a great companion as did Nancy. He ran for Congress against Kanjorski (who would have been class of 1959). Richard Pearsall, long time Wilkes board member, was Mark's finance chairman. I periodically stayed in touch in hopes that Mark might know the way to tap into Seymour's millions to help Wilkes. Mark is more like his mother who we also sought help from to reach Seymour. Gene Roth and I spent a lot of time on Seymour as a prospect. Jane and I always tried to see the Holtzmans in Florida. When I saw that Seymour was now on the Wilkes board, I thought he must at last be dealing with his mortality. [RH: Hmm] I'm sure Larry Cohen's gift that you, Tim, secured got through to Seymour in ways that the many gifts from Gene and Connie Roth never did. Gene was Seymour's lawyer and they were involved in business with Frank Cuscela. Their trip across country in an old car after graduation was apparently a hoot. There is a Cuscela story I wanted to tell. His wife was a natural wit and we found ourselves two nights in a row at cocktail parties in different houses but with the same group of people. I commented on this to Mary Lou Cuscela. "Different circus, same clowns.," she retorted. [Laughter] [JR: That's good] Which kind of summed up my life because we attended a lot of these circuses as part of Capital Campaign Fundraising, but with the same clowns you know. [Laughter]

Working with the Alumni Association there was an alumnus, Capt. Fred Demech, who was on the National Security Council, and died fairly suddenly of cancer while you were president, Tim. He was a top military guy, and took on a leadership role in the Alumni Association. He brought some spit and polish to the Alumni Association along with Colleen Gallagher. Unfortunately, the two of them were kind of rivals. I worked with them, but was never really successful. I think they attracted new people, but periodically had fights among themselves over leadership which weakened their efforts. I found that I didn't have time [TG: Yeah, yeah] to deal with that. So I put my time into the University Council which produced many rewards. The Council got people like Wally Stettler involved and as a retired president of Wyoming Seminary, Wally became an insider at Wilkes, which he was very pleased to be. We had worked together before with Judge Rosenn on the Rosenn Lecture series, but during his presidency at Wyoming Seminary we were kind of at arm's length in terms of their students because it was déclassé for Sem's top students to consider Wilkes as their college of choice when they should be considering Lafayette. [Laughter] [RH: Yeah] So that whole issue, given my background, was kind of a fun one to play with. When Jeremy Packard, a William's graduate, took over at Wyoming Seminary, he and I went back and forth between Williams speak and Valley speak. We occasionally worked together, as in the Torch Club, but I was never totally comfortable with him.]

TG: I agree.

JR: I never did either.

CB: From the moment I saw him I think I asked, “Did you go to Williams?” [Laughter]
[Accent] He said, “Yes, I did.”

TG: Yeah, that would, yeah, all the way.

[Laughter]

JR: That’s the way he talked.

TG: The dog at the football game.

CB: . Coming to Wilkes I discovered that about five board members were either on or had been on the board at Seminary. Jane and I thought they assumed our daughters would go to Sem. Of our two older daughters, one wanted to, the other did not. We decided to leave it up to them but they both had to go to the same school, either Wyoming Seminary or Meyers High School. They decided on Meyers, which it turned out was of value for me politically because of what it enabled me to do in the Valley because my kids were in public [JR: Hmhn] schools. It was a vote of confidence in the Valley, particularly in Wilkes-Barre. [JR: Hmhn] That was as much Jane’s decision as anybody’s. Growing up as a graduate of Ticonderoga High School, in a politically prominent family, she knew what such politics and chemistry were all about. I felt the need to convey our decision to these Sem people, including Frank Henry, Richard Pearsall, the Davies, and the Conynghams. There never was a direct conversation on the topic with them. I did feel they shared a curiosity about how well our girls would do, having gone to Meyers. One final episode wraps this topic up. Who was the great marching band leader?

TG: There are many.

CB: The one who wrote many of the most famous marching band songs?

JR: John Philip Sousa?

CB: Yes, Sousa. One of John Philip Sousa's last performances was at Meyers High School.

JR: Is that right?

CB: And John Philip Sousa's manager, who helped put the band together and managed it, was Jane's great grandfather, David Blakely. [RH: Oh] When Blakely died suddenly in his office in Carnegie Hall in the 1890's, the word went out by cable to Sousa in London and he took sail for New York right away. While on board he wrote a little ditty called "Stars and Stripes Forever," which he dedicated to David Blakely. [RH: Hmm] Jane discovered a Sousa silver trophy in the front hall display case at Meyers. It was deeply tarnished. She asked if she could take it and have it resilvered--which she did. No ceremony and I am not sure anyone even knew about it except the principal. But she was paying homage to her family, to the school where her girls went and to Lydia who was the student band master of the Meyers High School Marching Band. Erika was Valedictorian and received seven awards at the graduating seniors award ceremony. From this base she went to Williams College. Abigail went on to the University of Chicago where she graduated with honors and Lydia went on to Cornell. They each had some very good teachers so Meyers was part of our romance with the Valley. My close working relations with Leo Solomon, Superintendent of Schools, and with Mayor Lee Namey and his brother, also Superintendent of Schools, I believe were facilitated by our daughters' being in the Wilkes-Barre Public Schools. Lydia went all the way through from Kindergarten at Kistler Elementary School through Meyers High School. It helped me as an outsider to be a genuine part of the Valley and my active work with the K-12 school leadership. The problems I had with Andy Shaw, who asserted I could never be part of the Valley because I did not have the coal mines in my DNA, was partially obviated by my daughters being in the public schools. I did ask myself often how I could persuade people that I really cared about what was happening here.

The first week I was here, over July 4th, I was visited by Parkey Conyngham and Curt Monce for the Wyoming Monument Association. They asked if I would be the speaker at the next year's commemorative ceremony of the Wyoming Massacre on July 4th at the Wyoming Monument. They told me what the program was like and that each year since 1877 (except for 1972 after the Flood) they had a featured speaker talk about some aspect of the Revolutionary War era in the Valley. "Look," I replied, "I know only a little about the 18th century in America but it would be useful to me if I could put the Valley into world historical perspective." They agreed--they needed a speaker. It was at one of the get acquainted events the board planned for me and Jane that first summer at the home of Mary Rhodes, a member of board and of the search committee that brought me to Wilkes, that I met Mary and Bill Scranton. I asked Governor Scranton what the difference was between Wilkes-Barre and Scranton? He responded very quickly, "12 miles." I pursued the question and he explained, "One of the things you need to understand is that the leadership group in Scranton went to Scranton Prep. The leadership group in Wilkes-Barre went to Wyoming Seminary. One was Catholic, the other was Protestant." He said this reality was at the base of everything if you want to understand leadership in these two cities. He referred to a book the Scranton Foundation had helped support, "Urban Capitalists: Entrepreneurs and City Growth in Pennsylvania's Lackawanna and Lehigh Regions, 1800-1920," by Burton W. Fulsom, Jr. "Let me send you a copy," he said. He did and an inside inscription in his handwriting on 7/26 [1984] says "Chris, here it is as promised -- at long last! You will find it poorly written, even befuddling, but it may help on 'the difference between Scranton and Wilkes-Barre.' Far more important it may give you some further insights into the past of this region. It was good meeting you and your 'terrific' (Mary's adjective for her) wife. Bill (Scranton)" The book really framed my views on the history of Northeastern Pennsylvania, how this whole area developed economically, particularly in the Scranton area, less about Wilkes-Barre. I saw that Wilkes-Barre ultimately developed out of Philadelphia and Scranton developed out of New York. Wilkes-Barre was a colonial town (1769) and Scranton was a mid-19th century industrial town. The first iron rails in America were made by the Scranton Iron Works. I got a handle on how Wilkes-Barre grew from colonial Philadelphia culture while Scranton developed later, a more boisterous, rough and tumble industrial city from Irish Catholic New York [RH: Irish, yeah]. And then, as you know Bob, I wrote my Wyoming Massacre speech for the next year, variations of which I gave for the next 17 years. Every Leadership Wilkes-Barre class heard my talk on the Valley, whose central theme was beauty amidst adversity [RH: Hmhn]. That book, "Urban Capitalists," was my initiation as an historian to this area.

RH: The other thing about Scranton, at the time [inaudible] comes from Scranton Leagues.

CB: Yeah.

RH: Yeah, yeah, right.

Susanna Calev (SC): What about Wilkes-Barre is very Philadelphia?

CB: Pardon me?

SC: What aspect of Wilke-Barre is very [**JR:** Coal, coal...] [inaudible] Philadelphia? Oh....

CB: I should expand the concept of the Philadelphia connection to include the Connecticut settlers, who were Protestants, and critical in settling the Wyoming Valley in the late 18th century. Their story is captured well in a book by a good friend, Dr. Charles E. Myers, "A Connecticut Yankee in Penn's Woods." The old families are part of the story. The Conynghams are one of the families that stayed. Many left for either Philadelphia or New York like the prominent family in Hazelton which owned the paper. [**JR:** Oh yeah] They went to one of the two big cities and left without investing in the area as the Conynghams have done. Politics were also crucial. There was the Pennamite War, which was fought during the Revolution, and centered on the Valley and control of the land here. The struggles involved the Indians, the Pennsylvania Dutch settlers, and the Connecticut Yankees. Dr. Myers tells this story, building on how the Connecticut settlers came and were pushed back by the [**SC:** Pushed back, right] Indians, and then came back again. These were New England Protestants. After the Revolution these were the folks that settled Wilkes-Barre. [**SC:** Ok] That was not Scranton. Scranton was shaped by the Irish and the Italians and by the Catholic Church. In time, the largest ethnic Group in the Wyoming Valley were Polish Americans. I also believe that the charter document for Luzerne County remains from 1790, a period when Philadelphia was the dominant force in the Pennsylvania colony and the industrial revolution had not yet dominated the Commonwealth.

JR: Well, I think even in the church history the focus here, the Catholic focus here was on Philadelphia [**CB:** Yeah] [**SC:** Ok] not the New York Catholic church [**SC:** I see] which was the most conservative diocese in America.

CB One other part of the story of course was the discovery of anthracite coal and its capacity to be burned in an open grate, providing the fuel for the early industrial revolution. That discovery was right here in Wilkes Barre in the first decade of the 19th century over at Jesse Fell's Tavern. The story of the anthracite heritage brings in the Welsh as a key group in the Valley. Their story is told by another old friend, Ellis Roberts who wrote two books, "Journey Through Welsh Hills: Welsh Hills and American Valley" and "The Breaker Whistle Blows."

CB: These encounters with people and books gave me my handle to understand the history of the Wyoming Valley. Every place I've lived, the first thing I have wanted to know was the history of the place and how I could work with that historical understanding. In Springfield, Illinois, it was discovering the major 1908 race riot as they were preparing to celebrate Abraham Lincoln's 100th birthday. Springfield's town fathers had tried to forget the riot, but it was that race riot that gave birth to the NAACP which announced its formation in a manifesto delivered on Lincoln's 100th birthday in Springfield. Understanding the importance of this savage race riot in Lincoln's home town was the equivalent for me in Springfield of what the time with Bill Scranton was for me here in the Wyoming Valley. It gave me the window to interpret Wilkes-Barre for young Leadership Wilkes-Barre people, many of whom were Wilkes graduates. I became impressed (depressed?) by what little power I had to influence the Wilkes faculty intellectually; the same was true at Deep Springs. Unless one was a college president from the 1920's through the 1950's, when the great presidents were intellectual leaders not only of their campuses but of the society at large, college presidents in my time have served more as managers than as intellectual leaders. I couldn't even play an intellectual leadership role in the History Department. I never felt like I was a real faculty colleague

JR: You know, they tried. [Laughter]

CB: even though I taught every year a history course on the African American Experience.

JR: Berlatsky really made an effort to bring you in, but you probably don't remember it since you were tied up in other....

CB: Oh, I understand, I understand. I'm speaking about the role. It is not given to college presidents, given how the faculty committee [**JR:** Yeah] system works, to provide direct

leadership. His or her role is much more determined by what the trustees want, what the students want and what the faculty are ready to tolerate. The president leads from the edge, by getting other people engaged intellectually around projects, like the core curriculum redefinition. That is a creative role and I am not complaining. But the kind of thing I did with the history lecture on the Valley was me. People in the Valley thought of me and occasionally introduced me as an historian, which was very pleasing. In my own mind that was my training, my orientation. The other part of my past that really kicked into gear was the Deep Springs part. Both institutions, Wilkes and Deep Springs, were dedicated to educating students to be leaders. Thus, the Liz Slaughter story was very important for me. At this early period of my presidency, I realized Wilkes was not calling on its students to prepare themselves for leadership. I spent my 17 years at Wilkes working toward that objective. I just saw Mark Allen. He took on the community service role in earnest to my delight. He also shepherded a Kellogg Leadership Grant in the mid 1990's [RH: Hmhn] to discover ways of promoting leadership in every part of the campus as we went through difficult financial times. Mark led the effort for the entire campus. Through Student Affairs he worked among others, with the campus ministry folks, and became the focal point for community service day which established a signature part of freshmen orientation and of students' experience at Wilkes. I don't know where that is now, but the last years I was here we were making community service a really big part of the student's introduction to the Wilkes culture. My leadership role statewide with Campus Compact, described earlier, was part of that commitment.

CB In another activity with students, I was able to highlight AIDS awareness. We had an AIDS awareness week within a year of the time that the AIDS quilt was being put together. We planned a whole week of activities around it including programs during the afternoons so that students could come from the area schools, including Catholic schools as well as public schools, to learn about sexual issues they needed to understand. We brought Richard Keeling, who had dealt early with AIDS as Director and Chief Student Health Physician at the University of Virginia and who was one of the top AIDS educators in the nation. We subsequently gave him an Honorary Doctorate. We held two-night sessions at Wilkes with Keeling, not in successive years. The first year we held a program at 9 p.m. in the Darte Center for a standing room only crowd of students. Keeling presented a wonderful slide show demonstrating how commercials were feeding into the abuse of alcohol and sexual activity, making both glamorous for young people. The key was their self-concept--how to respect themselves. The impact was riveting. He got right into what the responsibilities were for both young men and young women. We did not have a single parental complaint about the entire AIDS awareness emphasis. We talked about condoms. An early struggle with part of the faculty was when I wanted to put condoms in new vending machines in the Stark lobby, which at that time was in effect our student union. I ended up appointing a working group on condoms. I deliberately put on the committee a nursing faculty member who was a former nun. She kept their recommendation from being unanimous

and I asked the committee to go back and try to reach consensus. When they returned, they were unanimous that they did not want cigarettes in the vending machines. [RH: That's right] I said I didn't ask about cigarettes. I asked about condoms. This is the kind of problem where one leads from behind as a president. We did keep cigarettes out of the new vending machines. The committee met again and voted to have condom dispensers in men's and women's rest rooms, but not in vending machines in the Stark lobby. Prior to this we had been selling condoms in the bookstore, from under the counter. I didn't want them under the counter, I wanted them out so people [laugh] after learning about [RH: Yeah] AIDS knew they needed to use condoms for safe sex. We had found out from the UCLA annual survey of freshmen

TG: Oh.

CB: It begins with A.

TG: [inaudible] college, CIRP.

CB: that roughly 60% of our men and women students were sexually active before they came to Wilkes.

[JR: Hmhn] It's like [inaudible]. That's not quite it.

TG: Oh, well it, it, it's actually, I think I'm giving you the new name of it

CB: Well, with this believe me it's the old name.

[Laughter]

TG: I don't know

CB: So, we, Jane Lampe, who you know was a Eucharistic Minister and devout Catholic married to Jewish Al Groh, and I were absolutely at one on this. She agreed we could sell condoms in the bookstore so when AIDS came along it was clear we had a responsibility to our students to guard them from unprotected sex which was feeding into the epidemic. In terms of my own long-term attitudes, my parents had been leaders of Planned Parenthood in Los Angeles. Indeed, I spent an evening with Margaret Sanger, the woman who started Planned Parenthood, when I was still in high school.

JR: [Inaudible] [laughter] these things, that was, I mean she's so famous.

CB: I spent an evening, including dinner with her and about six other people at the home of family friends. So intellectually I had a sense of issues around sexuality and the individual's responsibility early on from my family.

JR: Didn't King's give us a lot of guff from the....

CB: They may have, I didn't feel it. What was interesting is that one of the nuns over at Bishop Hoban brought her students to our afternoon programs and she started coming to me as an advisor. She subsequently ceased being a nun She was fantastic.

JR: She was a student here too. I had a really funny situation in class. The kids were all upset. When I walked in and said, "What's going on?" They said, "Is there some way to keep these King's kids off our campus, they're buying up all the condoms." [Laughter] I got a kick out of that.

CB: Oh, that's funny. Well, none of the three regional Penn State campuses would deal with AIDS education. They wouldn't deal with selling condoms. So, we were the only place that was confronting the sexual issues. I know our nun friend got in trouble with Bishop Hoban when she brought her students here. They were middle school and high school students and they were totally absorbed by our programs. We had recently finished building the Marts Center and displayed the AIDS quilt which covered the length of the new basketball court. The man who accompanied the quilt was dying of AIDS and we had to help deal with his medical problems while here. It was a real introduction for our Student Affairs staff of how much the sexual education thing had to be front and center with freshmen.

SC: What year was this?

CB: Pardon?

SC: What year was this?

CB: Well, I came in 1984 and I would guess we were doing this by 1986 or 1987.

JR: Wilkes was building the new gym.

CB: The new gym. Well, we started the new gym before my first year was out, I believe. We were into construction by the end of my first year, I believe. I may be off but probably in 1985 or 1986, but it was very early. If Andy Shaw was the person that consolidated my political role on campus with staff, more than faculty, then building the Marts Center was what consolidated my role with the trustees. It helped create the sense that Wilkes was on the move. I never pass the Marts Center without thinking what a great role it played in turning this campus around. What we did in the 1990's, which was really to fill out the campus in ways that hadn't been done before, was important and we found a way to finance it and were strong enough financially to do so. But the Marts Center, that was the breakthrough [**TG:** Hmhn] And that's how I developed an edifice complex.

JR: The old gym had been trashed in the newspapers.

RH: Oh, yeah.

JR: As a dump.

CB: Don't forget you got the basketball court back from being wave- like after the flood laughter] and there were dead spots which our players knew about that the opposing players did not. I understand we were very good at taking advantage of those dead spots. [Laughter]

JR: And the lighting was terrible.

CB: And there was no air conditioning. You would have a wrestling match going on at one end of the gym floor while a basketball game was going on in the middle. Commencement was like a sweat lodge and I think that is one reason commencement was sometimes held at the Armory in Kingston.

JR: Yeah, [laugh] I can remember that.

CB: Remember?

JR: Yeah, the wrestling, of course one of...

CB: But that building, in terms of the history, that building was huge in getting Wilkes College going. You can look at the structures built over time and the roles each played politically, psychologically and socially. In terms of academic labs, the first Stark Learning Center was a huge investment in the sciences. That was Walter Carpenter's anonymous gift of IBM stock in honor of Admiral Harold Stark, Chief of Naval Operations before WW II. This particular gift by a most successful native of the Valley (he was the first non-DuPont family member to be

chairman of the board of DuPont) represents an investment in the Valley's future through the expansion of Wilkes by two hugely successful Valley people.

JR: I think the Marts Center also helped to bring students together, not just our varsity teams. There were classrooms....

TG: Up on the second floor. [Inaudible]

CB: One of my other ventures with students was to revamp the Stark Lounge which was the center for student activity, particularly for commuter students. This involved sectioning off part of the lounge for a smoking area, with powerful ventilation to the outside.

TG: Was the modern Stark addition built during your time?

CB: No, [inaudible] it was being built during the time of the flood.

TG: Ok, right after the flood.

CB: No, during the flood. It was under construction during the flood.

JR: It was under construction [inaudible]

CB: But in reference to the smoking lounge, I felt that commuter students coming here who were smokers had to have a place to smoke. For about 10 years, I guess, we had a smoking lounge. And Chuck Reif was [laughter] appalled and most of the old science faculty thought this was terrible. But I held out. [Inaudible] So I held out for condoms and cigarettes. What a reputation, that's where my power was. [Laugh]

TG: Yeah. So, have you pretty much covered the 1980's from your point of view?

CB: Well, there's one area where I haven't and that's the arts. I think I worked creatively with A.J. Sordoni to secure his continuing support of the Sordoni Art Gallery, which was always a challenge financially. We had, of course, a wonderful director in Judy O'Toole during the 1980's into the early 1990's. Under A.J.'s leadership and financial support we did the jazz series at Wilkes, with Bob Wilbur as the honorary director of the Jazz program. He had been a student of Sidney Bichet, the great New Orleans saxophonist. You remember, Bob Heaman, the major jazz stars who performed at Wilkes. One feature that Andy created was to combine the paintings by major jazz musicians along with a concert of their music. The first of these involved the art of Bob Crosby (Bing's brother). This was Jane's and my introduction to the Sordoni Gallery and the Sordoni family coming even before we had moved to Wilkes-Barre. Andy's beautiful mother was at this concert. Supporting the Sordoni Gallery involved building the advisory commission, on which you, Bob, played such an important part, which was very important in Andy's eyes. He gives you a great deal of credit for that.

We also worked on the theater program and the public programs in the Darte Center for the Performing Arts. Early on I got caught in the struggle between Klaus Holm and Al Groh. This was part of the 1980's, during my first years here. Al Groh was retired and did not have an official position, yet as the man responsible for securing Mrs. Darte's financial support to build the Darte center and serving as the director of the theater productions for many years, Al continued to play a role. While Bruce Phair managed the building and supported the theatrical and other musical productions, Al continued to be a presence and worked with outside arts groups. On one occasion he put on a marvelous alumni production by bringing back some of his alumni stars, people like Rhea Simms and Liz Slaughter, to reprise some of the songs they had performed in musicals Al directed and which were a popular part of Wilkes in the 1950's and 1960's. But we also still had Klaus Holm. Klaus and Al had struggled from the very beginning over the Dorothy Dickson Darte Center and Al regarded Klaus as a Nazi. I don't know how Klaus regarded Al. [Laugh] But I got caught. [laughter] We wanted to honor Klaus for the really fabulous job with stage sets here in the Darte Center. He remained highly regarded on Broadway. We couldn't really do the honoring without Al getting his nose out of joint. I think we ended up working with Klaus's family and quietly erected a plaque in the Darte Center lobby. Al was still kind of scheduling the building. For example, every Christmas season we would host a ballet company to produce the Nutcracker. Because we needed money, Al somehow scheduled two different ballet companies to put on the Nutcracker in the same season. This could not stand. We had to make a decision as to which Nutcracker we opted for. [TG: You cracked] [laughter] I

have a mental block as to how we sorted that one out. But I guess, probably it was the ballet company that Kirsten and Peter Degnan operated.

JR: Degnan, yeah.

CB: It was probably the Degnans since they ended up creating the Wilkes dance program which I was very proud of. Not only did it expand opportunities in dance for our students, it took advantage of the Dart Center stage which is as large as that at Lincoln Center in New York. [RH: Yeah] And it had incredible technology when it opened. It was absolutely Broadway, first rate. For Wilkes students to get experience on this stage in their shows was very important. Jane and I went to every theatrical and dance production. [RH: Yeah] I don't think there was a show we missed in 17 years. We occasionally had events at our house for the actors and actresses, or major lecturers after performances. I never was as close to the instrumentalists like Bill Gaspero who Dr. Mike talked about in his flood story. We had to deal with Bill's very sudden death, which was a traumatic experience for the music community. Who was the other older guy, wonderful pianist...?

JR: Oh yeah. His wife too.

RH: Yes.

CB: Herb Garber.

JR: No that, I'm thinking of....

JR: But he was usually an adjunct, wasn't he

CB: No, I think it was Rosendo Santos who not only had great talent but so did all three of his sons who were Wilkes students and musicians. He was a tenured faculty member. The other pianists included Ann Liva, of course, and Roosevelt Newson and Tom Hrinku. The whole music scene was important and of course the Encore Music Camp [**JR:** Yeah] was very special. I was unusually involved in the music and theater activities clustered in the Dart Center, our immediate neighbor.

I also had feet in fundraising bigtime for athletics in ways I had never expected. We made major investments in athletics while I was here and almost got to the Division Three National Final Four in football, and managed to do so in men's basketball. [**JR:** For bowling] I did a lot to promote Engineering and the Environmental Sciences. I gave a morale boost, as I've said before, when I persuaded Robert Sproul to join the board to help us evaluate our credibility in the Environmental Science area. He was the immediate past President of the University of Rochester, began the material sciences program at Cornell and was the developer of DARPA in the Defense Department under Kennedy. DARPA was his creation. He was a Deep Springer and was grateful when I went out to California to be president of Deep Springs. I said, "You owe me this, Bob.," when I asked him to join the Wilkes board. He worked closely with Umid and served a three-year term on the Wilkes board and was very generous financially. Even after he was off the board, he continued giving several thousand dollars a year. My deep involvement in engineering and the environmental sciences flowed into my role in establishing and leading the Earth Conservancy.

TG: Now was this in the 1980's?

JR: Earth Conservancy was 1990's.

RH: Yeah.

CB: Was that?

JR: Yeah, I think so. By the way the Earth Conservancy is selling some of their land for private development.

CB: That was our goal.

JR: It was in the paper.

CB: Mike Dziak, the longtime director I hired for the Earth Conservancy, just retired. [**JR:** Yeah] We just had a phone conversation. I guess it was in the 1990's since President Clinton was crucial in getting the money by which we bought the Blue Coal land out of bankruptcy and he was elected in 1992. What struck me going through all of these developments between 1992 and 1998, was that we really had to confront everything. We came out with a plan; this was the strategic planning committee. With our enrollments low, we committed to Pharmacy, which was going to be a very expensive program. We hoped for a large and predictable number of new Pharmacy students every year, but by a commitment we could not take the tuition income from them to support the rest of the institution. How could we increase recruitment with regular students, how could we retain more students than we were doing? How much could we responsibly borrow from the endowment and how could we pay it back? Well, we ended up borrowing from the endowment to fund early retirements of the regular faculty while hiring a large number of well salaried Pharmacy faculty. We aimed to reduce the 150 non-pharmacy faculty down to 100. That was draconian. Mike Lennon ought to have a medal to cover his scars because he did the lion's share of this staff reduction.

TG: 150 to 100?

CB: I think those were the numbers. That was to be accomplished between the mid 1990's and 1998. The pharmacy numbers came up just as we projected. We had a better retention rate than we predicted. [**TG:** Hmhn] We put out worst case scenario budgets each year, after having been doing budgets that reflected our hopes. The draconian budgets were scary, but they enabled us to secure active trustee involvement. We had a group of trustees that met with us every Monday morning with the President's cabinet, and then a broader trustee task force that met every other week by phone.

TG: How long a period was this for? The trustee group?

CB: I think it must have gone on from about 1993 until 1997. But my memos will track that exactly so the evidence is there.

TG: That's a long time.

CB: The increased trustee generosity was crucial and paved the way for the next capital campaign, which was going to be between \$20 and \$30 million. By the next to my last year at Wilkes, the trustees already had committed \$12 million of their own money or money they were directly responsible for raising towards that goal. The comparison with their fund-raising efforts when I first came is noteworthy. Back in 1984-1985 they did not see major fund raising as their responsibility. A related theme was the increased geographical diversity of the board by the time I resigned. Early on I realized that, while it was part of Wilkes' charm, a real vulnerability was that the majority of the trustees lived locally. There was a parochialism among board members even when as individuals they were not parochial in their own lives and their professions. The board leadership recognized this problem and enthusiastically began recruiting new trustees from beyond the Valley, alumni included [RH: Yeah]. Prior to my arrival, the alumni trustees tended to be present or former presidents of the Alumni Association. Some of these Alumni Association presidents, like Gene Roth and Joe Savitz, went on to be long time trustees and among our most faithful and valuable board members. The process began when the board offered me two slots on the board of my choosing. I chose Bob Sproul, outgoing president of the University of Rochester and Keith Spaulding, outgoing president of Franklin and Marshall College. We cast our net widely. I recruited Roy Pollack, who was among those responsible for bringing RCA to Mountaintop, PA, after meeting with Dr. Farley back in 1959. Farley's pledge to expand electrical engineering to both the bachelors and masters' levels at Wilkes was crucial for RCA's decision to locate the plant. I went to an elderly gentleman who was most responsible for the RCA decision (and who I believe had served on the Wilkes board) and he counseled me to see Roy Pollack who I went to meet at his home in New Jersey and persuaded him to join the board. He became a marvelous, deeply engaged trustee until he and his wife were killed in a helicopter crash off Cancun. We persuaded Jerome Goldstein to join the board. He came to us from his relationship with Gene Roth. They were on the Gruen Watch board with Seymour Holtzman.

TG: Jewelcor.

CB: Yes, Jewelcor. I think Gruen Watch was part of Jewelcor. When Jerry Goldstein came to a Gruen board meeting in Wilkes-Barre, Gene Roth introduced us and had me take Jerry to meet Judy O'Toole, at the Sordoni Gallery where she was the director. Jerry, who had a great interest in art, was charmed by Judy and impressed by the Sordoni art collection. Jerry became one of our most active and generous board members as well as a close personal friend. I see him almost every time I go to New York. After I left Wilkes, I persuaded him to join the board of the Franklin and Eleanor Roosevelt Institute Board where he also became a major player until Bear Sterns, where he worked, went belly up and he took serious losses. He is now supporting the Frances Perkins Center so has been one of the angels in my career. Such board members significantly expanded the perspective of the board.

We came to the Pharmacy doctoral opportunity, the biggest single decision academically during my presidency, when Wilkes was almost on its back in terms of enrollment. Mike Lennon and Umid Nejib came up with the idea and did some serious brainstorming about how it could help turn the situation around. As I became more involved in the discussions, I committed to get board members Wayne Yetter and Bill Raub, both Wilkes alumni, to help persuade the board at a summer meeting in 1993 to commit to the Pharm D degree program. Wayne was CEO of a major new pharmaceutical company and Bill Raub had been Acting Director of the National Institutes of Health as well as the first Science Advisor to the President. They both argued that Wilkes could not lose if Wilkes handled it as well as Wilkes historically had handled Biology, Chemistry and Pre-med education. They argued that Doctors of Pharmacy were going to be desperately needed as team members of the emerging healthcare system. Wayne and Bill spelled out the role of Doctors of Pharmacy on the health care team in managing pharmaceutical data for patients in a state-of-the-art way, with full involvement of computer technology. That board meeting was probably the most exciting board meeting of my time at Wilkes. And the scariest because the board committed to spending several million dollars, we did not yet have but would need to find. We borrowed from the endowment and I secured a three-million-dollar gift from Mrs. Jerry Nesbitt, the biggest gift while I was here. Viewed today the Nesbitt gift was not all that big, but for Wilkes in those days, for this place, it was huge. My approach acknowledged the Nesbitt family's frustration at having lost Nesbitt Hospital in the overall hospital mergers in the Valley. Faculty members Ralph Rozelle and Chuck Reif had both been active members of the board of Nesbitt Hospital. Keeping the Nesbitt name associated with healthcare in the Valley, was part of my approach. It took at least four years before I got the commitment from Jerry Nesbitt.

I spent part of my annual Florida fundraising trips at her home in Palm Beach, one of the grand houses of the 1920's. Jerry and her second husband, Bill Orr, included me in their lives at the Everglades Country Club and the Bath and Tennis Club, where I saw Brooke Astor sitting alone in a corner having lunch. As I was leaving Wilkes, and during my last fund-raising trip for Wilkes, Jerry introduced me to a woman with whom I had had dinner with the Orrs at the Everglade Country Club once before. The woman was again with her daughter from Dallas.

When she found out I was going to Hyde Park with the Roosevelt Institute, she told me her father was actually very close to Roosevelt, both having been Assistant Secretaries during the Wilson Administration. Her father had also been Ambassador to Italy and again an Assistant Secretary of State under FDR. I asked for his name. "Breckinridge Long," she responded. He was the alleged anti-Semite in the State department [TG: Hmmm] who had helped block visas for Jews and others seeking to escape Hitler. I went from the dinner that night to visit the next morning Albert Arendt, who was a Telluride Association alumnus at Cornell and the first Jewish lawyer offered a position with Sullivan and Cromwell. Instead of being a token Jew at Sullivan and Cromwell, he decided to join FDR's New Deal, first in the IRS and then in the Justice Department. He was responsible for developing the first Office of Civil Rights as well as handling the first Federal litigation in support of African-American graduate students attending segregated law schools. This was in 1942/43, before the big end-of-the-war desegregation cases started coming out. I had met Al when I was a graduate student at Cornell, because he visited the Telluride House frequently where he also had been a student. After leaving government, he formed the law firm of Arendt, Kitner and Fox in Washington and was a major leader for Jewish charities. I was recording an interview with him and nearing the end I turned off the recorder and said, "Al, tell me about Roosevelt and the Jews." He said, first of all, one had to understand that the Jews, politically, were very weak in the 1930's and Roosevelt gave Jews a chance. Al knew the exact number of Jews in senior positions in the New Deal (about 11%) and, of course, mentioned that the right wing called it the Jew Deal [RH: chuckle] But then Al said, "there was that goddam Breckinridge Long and the S.S. St. Louis." He started to cry and my wife Jane took his hand and he talked about the passengers not being let off the ship by our government and being sent back to Europe where many of them were either killed in concentration camps or committed suicide. [TG: Hmmm] In fact Breckinridge Long was not yet in the position handling visas at the time of the St. Louis incident, but for the later period (1939-1944) he was the key man blocking Jewish immigration through the State Department's failure to grant visas. In 1944, FDR created the War Relief Board that helped save about 200,000 Hungarian Jews and simultaneously removed Long from his position. In the interim period, 1939-1944, Long was effective in denying visas. Poor Al Arendt, who was in his 90's, sobbed and sobbed as he talked about the St Louis incident. One night I was with Breckinridge Long's daughter, the next morning I was with someone who regarded Breckinridge Long as America's Eichmann. I concluded that while I may be leaving the difficulties of being a College President, [RH: Hmmm] I was going into something that had its own perils, which it did. That's probably not relevant to Wilkes University but my time in Palm Beach with the Nesbitt-Orrs was very productive for Wilkes. What I discovered, and this is where "different circus same clowns" comes in, was that when I went down to Naples and the Gulf Coast, I met with some of my Gentile friends I socialized with in the Valley, Frank Henry, the Melbergers and so on. When I was over on the Atlantic Coast in Miami, I met with some of my Jewish friends I socialized with in the Valley. The whole demographic pattern was fascinating. I soon realized that the two parts of the board, the Jews and the Gentiles, did not know each other socially. The Roths were not

going out to dinner with the Davies's. One of the wonderful things by being at Wilkes is that Jane and I helped bring these communities a bit closer together. While our local board members related to each other, in terms of Wilkes, like brothers and sisters, they lived in very separate social circles. [RH: Yeah] Ok, next question.

TG: So, would you be comfortable talking a little more specifically about the enrollment challenges in the 1990's and what you saw going on, and you obviously brought a load of weapons in to help you with that....

CB: Jim and Bob, I invite you to chime in with some details. We brought Bernie Vinovrski back as Director of Admissions, his second tour of duty in that position during my time at Wilkes. He served in this role until the mid-1990's, before he went out to California State University in Fresno, which plunged us into an enrollment crisis until we got Mike Frantz.

JR: Yeah, when Bernie was here usually the enrollments went up.

CB: They did.

JR: And when he left, they went down.

TG: Now, who's Bernie?

JR: Bernie Vinovrski

CB: He was three times director of admissions here. [RH: Oh, yeah] So he kept coming back. Before I arrived, Bernie had transferred to Bloomsburg State University, then returned to Wilkes and after a third tour of duty at Wilkes went off to Fresno State, where I just visited him. He is now retired. He had a terrific career out there. It was a good career move for him. His second

tour at Wilkes was followed by Mark Davis, not to be confused with our PR director, Mark Davis. Admissions Davis, who was hired by our Academic Vice President, George Waldner, gave out the financial aid authorized in the budget assuming we would recruit 100 more students than we actually enrolled. This was how the deep financial pit was created. And we brought Bernie back and he did very well. When he left for Fresno, I promoted Emory Guffrovich from associate director to director of admissions.

JR: Yeah, I guess he did.... [Inaudible]

CB: And ultimately, I fired him.

CB: Guffrovich was unable to do the turnaround in recruitment. We brought Bernie back for a third time and tried everything, including engaging the trustees' active participation. We armed the faculty to go out and meet prospective students. We went to Allentown, Boston, sending groups of students, faculty and trustees in the company of the admissions people [**JR:** Yeah] I was on several of these recruitment trips for prospective students. Jerry Goldstein came up from Manhattan for such a gathering in Connecticut. Since this strategy came out of the Recruitment and Retention Task Force which he met with by phone every week, we called it Jerry's Army. [**RH:** Hmhn] It was largely his idea. With our team of trustees, faculty, staff and students, we showed the prospective students and their parents the new film on Wilkes and answered their questions. These sessions were very informal. On campus we started increasing our retention rate because faculty, whether or not in response to my unrelenting memos, did everything they could to help their students succeed, which of course had always been the Wilkes way. This retention effort responded to the sharp drop in enrollments from about 1991 and 1992. We dropped from about 2000 students in 1990. By 1991 we were down to something like 1800, and by the mid 1990's we were down to 1700. We hired Noel Levitz and had a wonderful guy who really understood Wilkes very well. He was here a lot until he left Noel Levitz over some internal struggles in the company and went to be admissions director at North Carolina Wesleyan. When Bernie announced that he was leaving for Fresno, I called up Gene Roth and said, "What in the hell are we going to do?" He said, "I think you should go out and find the best person in the country and hire him." Search committees be damned. I immediately called up the former Noel Levitz guy, now at North Carolina Wesleyan, and asked, "Who do you know in the country who could take this on?" He said, "Well, I happen to know a guy out in Iowa who is an acting director of admissions, where they are hiring a new director and they haven't offered him the job, although he is a candidate. He is first rate." I immediately called up Mike Frantz, explained our situation, and how he had been recommended. I said, "I'll pay your way to come out and look us over. Are you willing?" He said, "Yes." So, in the middle of winter [laughter] he came out from Iowa to Northeastern Pennsylvania and we fell in love with him and hired him.

No committee, [**JR**: That's right I remember that] pure administrative aggressiveness and he came and he really turned the whole thing around. His wife, Andrea, became one of our great faculty members in Communications, as well as advisor to The Beacon. She turned The Beacon around, big time. [**RH**: Hmhn] And she became a faithful reader out loud of the New York Times for her colleague Tom Bigler as his blindness became more total.

JR: Do you get Christmas messages from them?

CB: We did for many years but I haven't in the last couple of years, but then he hasn't gotten them from me either.

[Laughter]

JR: They are, well she particularly, is a liberal activist from the word go. She just goes on and on about causes and get Trump and everything.... [Inaudible]

[Laughter]

CB: I'm sorry I missed those.

TG: Not only that, they got that Congressman, Steve, I can't remember his name....

CB: King.

TG: Yeah, Steve King, and actually Mike was thinking of running against him. And I'm not sure how much impact that had, but they got a new president and Mike was asked to leave. Which tells me that they're in trouble. But some of it may have just been protocol.

CB: I regard Mike as one of the top three hires I have made in my entire administrative career.

TG: He was extraordinary.

SC: Mike Lennon?

CB: Mike Frantz.

JR: Mike Frantz.

SC: Mike Frantz.

CB: Mike Lennon would be right up there as well. Mike Lennon, because he was a personal friend, and I'm kind of peculiar that way, I kept my hands off that search totally. I barely saw him when he came. It was done by a committee. I don't remember who chaired that committee, but Mike Lennon replaced the vice president of academic affairs, George Waldner. [**JR:** Yeah] I should mention that George Waldner made a great contribution to Wilkes and was more responsible than anyone for securing Wilkes university status. He wanted a presidency before we hired him as Vice President for Academic Affairs, and he left Wilkes to become president of York College which he served well for a very long tour of duty. Without elaborating, the relationship between George and Paul O'Hop was not peaches and cream.

RH: Yeah, I was on that committee for the new VPAA. We were very concerned about his relationship with you...Mike.

JR: Basu. I thought he killed off our whole science program.

CB: Well, but don't forget...

RH: Who's that?

JR: Ashim Basu..

RH: Oh, Basu, yeah, yeah.

CB: But don't forget how that health program started.

JR: Well, it was Bernie Healy who started it and then Basu came in and said we had to fire Bernie Healy. We fired him and then he (Basu) applied for the job. [RH: Yeah]

CB: There was another faculty member who was director of the new Master's in Health Administration program before Basu .

JR: Did we? I don't remember.

CB: He was horrible.

JR: Was that before?

CB: And he was harassing students and we got into a huge fight with him when firing him. I shouldn't say more of this on tape..

JR: Is this before Basu?

CB: Yes, I think he was right at the beginning of the program. He was apparently a good teacher....

JR: And then Bernie Healy came in?

CB: Bernie Healy as an adjunct faculty member had been helping us get courses together at the Master's level for people in Health Administration. As I recall he was our local public health chief and helped us put the new program together. But the man I am referring to had the academic professional credentials we needed to establish the degree program.

JR: I vaguely remember someone....

CB: He was very arresting in his person, but he turned out to be mean, even vicious and we had to work with our lawyers on how to handle his firing. [I think we should delete the following but I'll leave it here for now] What could I say in a reference for him to a college in Maine? The college hired him and came back and asked how could I not have told them what this person was really like? It's the only case like that I was ever part of, but every time I read about such stories in The Chronicle, I realize I was part of that unfortunate process. This was the program, by the way, whose first graduate was a doctor up at Geisinger, now retired in Florida, a wonderful guy, you knew him well, Jim and Bob. He saw what was happening to health care and that the economics of health care had to be dealt with. He wanted to know as much about that economic challenge as possible as a doctor. We helped shape the whole program to meet his interests and his needs. It established a new career for him and helped launch our program.

JR: By the way we were at a similar point in philosophy. After you came, we had a meeting, it was really funny because the new chair of the Philosophy Department, Stanley Kay, replaced the man you fired. The latter applied subsequently for a job up at Newlandburgh and Stan recommended our friend in the highest possible terms. He's wonderful, he's fantastic. Well, I found out about that when somebody told me. I called Stan and asked what he had said about the

man since they hired him. “Didn’t you tell them that he had been making obscene phone calls, didn’t you tell them about the phone calls?” “Oh, no,” Stanley replied, “he wouldn’t have got the job”. [Laughter] Guess what happened? Jean Bohinski {sp?} then calls me up, she’s the secretary over there and became our secretary, [BH: Yeah] and she said, “Don’t worry about it. I told them.” So, the secretary told them instead of the chair. [Laughter]

CB: The legalities of all this can tie you up in knots, keeping you from doing what is commonsensical and ethical. It was very painful, what we had to do to our Philosophy friend, because he was a wonderful man and [RH: Yeah] very, very bright.

JR: And very depressed, though.

CB: Very depressed, I remember. Now we have more angles on this [JR: Sure] than we had back in those days. By the way, since I mentioned Andy Shaw so openly in this sequence, one other thing I ought to relate. Governor Casey wanted to support economic development throughout the Commonwealth. He authorized creation of industrial development organizations throughout Pennsylvania. In this area it became NEPIRC, Northeast Pennsylvania Industrial Resource Center. The way it was conceptualized by Casey’s people, it was a perfect ten strike for the University of Scranton, which of course Bob Casey would favor. Umid Nejib, being the hustler and competitor, he was [chuckle], saw the guidelines and knew Wilkes could not get it on our own. In the guidelines the government favored collaborative efforts. One afternoon, I think in this room, Umid, O’Hop, Lennon and I put together a proposal which had to be submitted that day or the next day, [TG: Northeastern Pennsylvania Industrial Resource Center]. We put together a program that involved us collaboratively with the University of Scranton. We did not confer with them until just before we were ready to submit the proposal, just under the wire. We showed some of the resources they would be able to contribute along with the resources we had. It wasn’t that it was going to be Wilkes’ but rather a free-standing independent organization. The University of Scranton folks were fit to be tied. Obviously from a statewide perspective, a collaborative effort in Northeastern Pennsylvania between the two most powerful schools in science and business was better than just giving it to one. So, NEPIRC was created along the lines that we drafted. And... drum roll--Andy Shaw became the director. [laughter] After Wilkes, he ended up running his uncle’s family business, which was doing well. He did a creditable job as head of NEPIRC before dying suddenly. Jane and I attended his funeral. It may have been difficult for his wife and two daughters to see us there, but I would not have stayed away for someone who had been so central to Wilkes over many years. To me, this was being a good citizen of the Valley. [RH: Hmhn] Even after retiring to Ticonderoga and after

Hyde Park, I also attended Ray Musto's funeral, who had been very good to Wilkes. Indeed, we gave him an Honorary Doctorate, the same day we gave one to Charlie Lemmond, Ray, a Democratic state senator and Charlie, a Republican state senator. Musto had done great things for the environment and Wilkes' focus was on the environment. At Ray's funeral (he had just got out of prison), I sat behind Pat Solano, the all-powerful man in Harrisburg, little Pat, [TG: Hmhn] who was very close to Andy Sordoni. [TG: Yeah] Solano turned around and said, "Doctor, I'm so glad to see you here." Pat always called me Doctor. The wakes, the weddings, the funerals, as for Jim Farley in New York, I regarded as part of the job.

As I assessed the Valley, its political, cultural, and economic life, I sought opportunities to bring Wilkes staff, faculty and students into significant local activities. This commitment was really tested with the Earth Conservancy. I should say a word about that. [RH: Hmhn] [TG: You should]

It was at a Kosciuszko Ball at Genetti's. I had already got to know Paul Kanjorski pretty well. For example, when we took our daughter Lydia down to Washington to tour the Capitol, Paul arranged for us to go into the House of Representatives, which was empty. He had Lydia stand at the podium and said, "Now, just imagine yourself as President of the United States and grab hold of the lectern." She was a sixth grader. Two of our daughters, Lydia and Erika, subsequently worked for the Congressman's office for short periods, experiences that led to great things for both of them. Paul and I were almost the same age. He was born in 1937, I was born in 1936, so we had a generational perspective that was very similar. At the Kosciuszko Ball at Genetti's, both in tuxedos, Paul pulled me aside into one of the corridors and said, "I've got a plan to get the Blue Coal land out of bankruptcy and back into circulation and I want to talk to you about it." I thought, what possible role could I have in this? One thing led to another and Paul, in his pugilistic, percussive way, indicated he wanted me to be chair of a new not-for-profit board that would receive federal funds to buy the Blue Coal Land and combine it with our Wilkes engineering program, funding three projects: one to clean up ordinance left over from WWI with water jet technology; another to build wetlands to deal with the acid mine water coming out of the anthracite mines after the Knox Mine disaster; and the third to find ways to clean up the environmental pollution left by the mining era. There would be \$14 million to buy the land, and \$6 million for the three projects. We would do the water jet technology project with the University of Missouri at Rolla, whose Congressman was Bill Emerson, a Republican. He and Paul had been fellow pages in the Congress when they were teenagers and were together the day some Puerto Ricans shot up the Congress. There are pictures in Paul's office of them carrying a wounded Congressman out of the House on a stretcher. Paul and Bill remained buddies, across party lines, and Paul's plan was to bring together Wilkes and the University of Missouri at Rolla, both with engineering programs. Umid Nejib was wide open to it and believed he had people who could work on all three projects. All of a sudden, this thing was going to happen and I went to Gene Roth and Frank Henry, who in my 17 years here, were my key advisors on matters political. I said, "You know Kanjorski well. I'm a Democrat, you are Republicans. I can't do

this, in terms of Wilkes, unless you not only authorize it, but ask me to do it.” Almost in choral speaking, they said, “If you don’t do it, it won’t happen.” The Chamber, and the Committee on Economic Growth, among others had tried to buy the 17,000 acres of Blue Coal land out of bankruptcy, but had failed, partly because the lawyer for the bankruptcy, who was a Wilkes alum of the same era I was, and his daughter, had, it appeared, made the Blue Coal bankruptcy their sinecure. Apparently, they were allowing strip mining under cover of darkness [JR: Chuckle] and they were also making over \$100,000 a year as lawyers for the bankruptcy. I tested Gene and Frank further, and asked “Do we really need to do this?” I pointed out how Wilkes could be hurt if their president was directly involved should the project blow up. To myself I figured if I lost the job because of this, it was at least the two people I respected the most on the board who pushed me over the cliff. [Chuckle]

In the end, I accepted Paul’s request to chair this new entity, the Earth Conservancy. Which shows that one can always rationalize. I got into this animated, creative and demanding relationship with Paul. I don’t know whether it was Kanjorski’s idea or mine, but I said Father James Lackenmier, president of King’s College, had to be on the board so that both colleges would bear the burden of what was an inherently controversial project. [TG: I don’t want to bear all this burden] [Laughter] Father Jim helped me put the board together. The catch was that there was a little board of three holding the ultimate authority on all issues. It was made up of me as chair and Paul’s brother Peter Kanjorski and Joe Yudicik, who was running one of Paul’s other federally funded projects in Nanticoke, a center sharing used federal equipment with municipalities. Nanticoke, of course, was Paul’s home town. Joe Yudicik is the father of the current state senator, John Yudicik.

CB: Joe Yudicik was running the Equipment Center which got surplus government equipment to lend to municipalities to use for a fee or it might be for free. Anyway, it was federal money in the form of equipment. There was a lot of good surplus federal equipment available, including big earth moving equipment. I got along very well with Joe and respected his integrity. Because he and I were part of the little three board, we frequently found ourselves dealing with the two Kanjorski brothers. Parenthetically, Joe and Paul, who had been best friends, fishing buddies, subsequently had a decisive breakup which I believe continues and also affected Paul’s relationship with son John.

CB: I also want to say there was no more creative, imaginative guy in the Wyoming Valley than Paul Kanjorski.

TG: That’s true.

CB: Paul fought like a terrier for years to secure federal money to build up the levees along the Susquehanna through Wilkes-Barre to protect against future floods. The beautiful final result should be called the Paul Kanjorski River Front. [TG: It really....] No one else has any hand prints on it, except Paul. What became the Earth Conservancy was more imaginative

conceptually, I think. One had to answer the question of why the Federal Government should buy bankrupt coal lands? Paul's answer was to link the land purchase with these three worthy projects for federal funding and he finally got it through with the help of the newly elected President Bill Clinton. Father Jim Lackenmier and I put together the bigger board which included Harold Snowden, Harold Rose, Ed Schechter, and Greg Barook. It was a power board which eventually included Rhea Simms, Susan Shoval, Claire Schechter and [major developer] . [I need to check with Mike Dziak on the board membership so that I am both accurate and complete.] We asked Harold Rose, recently retired as CEO of the Wyoming National Bank, to be the CEO, despite having a severe lung disease which eventually took his life, but only after he successfully established the Earth Conservancy as a credible, financially sound not-for-profit organization. His office was over in Wilkes' Fenner Hall and initially operated through Wilkes University's books. It thus started as an almost wholly run subsidiary of Wilkes University. Paul Kanjorski had gone to Wilkes but never got a degree, in part, I believe, because of his profound dyslexia. Harold Rose virtually killed himself doing this job. Working with Paul, given how straight Harold Rose was-- he was rectitude with a capital R--meant that I needed to hold Harold's hand as he was coughing away his life. We would have large meetings with Paul, the whole board and Umid Nejib. You never heard me shout, but I would shout at Paul to get through to him. He came over on Sunday afternoons to our house and stay for five hours as we brainstormed all the things for us to do. The range of such things would require a book to describe.

One proposal may suggest the fertility of Paul's mind as he contemplated the many ways, we (he) could use the Earth Conservancy. After the collapse of the Soviet Union, there was an era of close cooperation between America and Russia. For example, James Billington, the Director of the Library of Congress and a Russian specialist, was over in Moscow working in the Russian Archives and helping bring the techniques of our library systems to the Russians. Yeltsin was president and his governor of Nizhny Novgorod, the Silicone Valley of Russia and the center of sophisticated physics and military development, came over to the U.S. to explore further cooperation with the U.S. He was particularly concerned that his major physicists and engineers would be drawn to the West, particularly to the United States, where their pay would be infinitely greater than in Russia. Paul Kanjorski's idea was that the Earth Conservancy would use federal funds to hire these Russian physicists and engineers to work on international projects, especially environmental ones, and keep them in Russia, avoiding a devastating brain drain. It's hard to remember how much the U.S. was pulling for Yeltsin, demonstrated by our Polish-American Congressman working with our little Earth Conservancy project to help Russia. The Governor of Nizhny Novgorod, a brilliant young PhD in physics, came at Paul's invitation to Wilkes to hold his first press conference in the United States in the Stark Lecture Hall. I introduced him. His name was Boris Nemtsov, who would go on to be the major opposition leader to Vladimir Putin. Nemtsov was subsequently shot in the back in Red Square allegedly by Chechens at Putin's request.

RH: What year is this?

CB: Pardon me?

RH: What year is this?

CB: Well, the Earth's Conservancy was already up and going, so it's the mid 1990's. The campus was not much aware of this. The local papers, I think, published a picture of him at the podium. He was a handsome devil, kind of like a rock star. As a physicist during the Soviet era, Nemtsov was the person who went back and forth between Sacharov and the dissidents on scientific and other intellectual and political matters. He was extraordinary. After his memorable visit, I followed his career closely. His murder was a profound personal shock. I still have his business card and a Russian pin he gave me, which I treasure.

I could relate four or five other creative ideas that Paul had for the Earth Conservancy. Paul was thinking all the time how to get things going in this valley. [RH: yeah] In the Earth Conservancy he had an instrument, a not-for-profit organization in the Valley, that he could use. It was in response to some of these ideas when I started shouting at him since I kept coming back to the stewardship of the land as our prime responsibility. We had a meeting up at the Woodlands on a Saturday and he was pushing the Earth Conservancy into areas I said I could not support in my role as Chairman of the Board. He was madder than hell with me. We went through these battles, over and over again. A major organizational battle involved changing the EC by laws so that the board of three would no longer have ultimate authority over the larger board. We got a great deal done for the Valley and through the leadership of Harold Rose's successor as CEO, Mike Dziak, the Earth Conservancy has had a major impact on the economy and on the cleaning up of the Blue Coal land. In the end, Paul and I loved each other and hung in there together. I never went to Washington without seeing him and risking further involvement. Of course, every time we visited; he had another project for me. His remarks about me, upon my retirement, in the Congressional Record could not have been more touching.

JR: Wasn't Peter Kanjorski connected to King's? I thought he had a job at King's and we were worried about that.

CB: Peter's son was at King's, and King's got federal money for a mapping project of the Valley which Paul's nephew managed.

TG: I don't remember that.

CB: It was federal money; I don't think it went through the Earth Conservancy. It was a separate project but we feared it could have put all of us at risk, particularly King's. You never could be totally comfortable with his projects. On the other hand, this Valley and its institutions owe Congressman Kanjorski a great deal. The time when a slight conflict with King's occurred was after the flood in January 1996, [**JR:** Yep] [**RH:** Hmhn]. We had to evacuate the campus around midnight. There had been no hint of a problem at 5 o'clock but about 11 o'clock the river was rising incredibly fast. Can you turn this off for just a minute?

SC: Sure.

(**CB**): The Wilkes staff rallied around. Frank Henry wasn't reachable, nor was Scott, his son. I finally reached Scott's wife before they took the Martz buses up into that great barn at Frank's in Dallas. I asked if they could pick up our students on their way to Dallas and take them to College Misericordia which I had called to arrange emergency housing for our students. She said yes and the whole Martz fleet, then in Wilkes-Barre, picked up Wilkes students. The new levee held. There was some leakage at the bottom of the great hydraulic gate that made Market Street a little wet but of course the flooding was extensive downstream. The creeks and streams were the ones that caused the havoc coming out of the mountains. Shortly after the flooding, President Bill Clinton, who was getting ready to run for re-election, arranged with Kanjorski (they had become very close and remained so right to the end) to come to Wilkes-Barre. It was one of his post trauma visits which Clinton had perfected and which I believe helped him return to the White House, despite impeachment. In briefing me that the President was coming, Kanjorski explained that the Secret Service judged that because of the levee opposite the Darte Center, it was unsafe for Clinton to come to Wilkes. Instead, he was going to King's. I was not happy. I thought, after all I had done for Paul.... I had testified in federal bankruptcy court under oath against the guy who was the bankruptcy lawyer who was claiming that Wilkes was trying to devalue the property by doing things that showed problems with land and I was the one at fault. It was the most exposure I ever had of that sort. Those kinds of sacrifices (many of them) came to mind as he told me that the President was going to King's. Being the politician he was, Paul quickly said that I was going to be on a panel with the President at King's and Father Jim was not. On the appointed day I went to the King's Chapel for this meeting with Clinton. It was a relatively small group and the cameras were there. Clinton had his pencil and paper ready and took notes as he asked each person to tell his or her flood story. As I went in the Chapel and found out what Clinton was planning to do, I asked Paul what was my story supposed to be? "I didn't do anything,," I said. Paul muttered, "Talk about the Earth Conservancy." That was Paul. I sat and listened to people tell really heroic stories. When it came to me, I said we had got all our students up to high ground at College Misericordia with Martz buses. The person next to me was a young man who then told his story. He had power water skis and had saved five people in the roaring Lycoming River. But he lost one. After we all had told our stories, Clinton came over

to the young man, standing right next to me. "Tell me about the one you lost," the President asked. Tearing up, the young man explained that the man was holding onto the fence so tightly that he could not release in time to save him as the rushing river pushed the young man's skies downstream. Clinton looked at him, like a scout master, and said "Promise me that you will always remember that you saved five lives and all that will happen through them, including kids and grandkids, because you saved them." I was in tears as I watched this encounter and understood at that moment Clinton's magic with people. We all joined the President as he came out on the stage of the King's gym to a tumultuous ovation. The speech was basically part of his warm up for the coming presidential campaign. In the course of his remarks, he lacked the examples from each of us to tell the story of the flood. Of course, he pronounced my name wrong since Kanjorski never could get it right. So, I'm dyslexified in our region. (Laughter). Clinton then told the story of the young man. "I want you all to stand for a real American hero." The audience's response was overwhelming. I experienced this extraordinary moment because Kanjorski had to give me a sop because he was not going to have the President come to Wilkes. In the Valley scheme of things, Paul was Catholic first and King's College had a claim on him that we did not, even though we did 100% more for him in his projects than King's was able to do. This was primarily because of Umid Nejib, just another area where Umid was the indispensable guy throughout my whole era. Behind almost every major curricular adventure, Umid played a part.

(JR): And poet.

(CB): Pardon me?

(JR): And poet.

(CB): And poet. We've said this before in these interviews that our immigrant faculty, most coming from Europe after World War II, represented some of the real intellectual jewels of the faculty and staff. I don't know whether Umid began the flow of faculty from the Middle East but he continued this tradition which Dr. Farley had embraced early. Umid recruited significant numbers of faculty from the Middle East and South and Southeast Asia. He skillfully dealt with cultural issues between the Pakistanis and Indians, Sunnis, and Shiite, women and men. He had more direct challenges on that front than I had dealing with the whole faculty. The misogyny of some of the Indian men towards women was a particular challenge for Dean Nejib.

(BH): When he was dying, I'll tell you the story about him and me.

(CB): Tell it right now. [We need Bob to edit this--it is a very important story. Jim, perhaps you can help with this.]

(BH): Ok, well it's your story really (mumble) from my department came to see Umid to keep me from being thrown out of the department and there was six of them. You know the ups and

downs about that. At a certain point he said are you through and they said yeah and he said get out of here. He threw them out. So, one of the stories they told about me but then I was the devil and I was running things at the college. I was the devil. And you know where Umid died, he was all tied up right. We had to wash our hands five times to get in to see him. So, no one was there, his wife was but no one was allowed there. I don't think they knew his problem so of course he was all together out of it. He called Patricia and I came in and he said (mumble) and he got up and said Oh, I thought you were the devils, no the angels I'm sorry the angels. And I thought whew here they are saying I'm the devil right and closing that off with Umid saying oh I thought you were the angels. That made a moment for me.

(CB): Wow, sure. He was one special human being.

(BH): Yeah, he was a good poet too.

(CB): He was a poet. I also think he may have been a secret agent for the anti Saddam Hussein forces in Iraq. I never asked him or Barbara King that directly. I don't know whether she knows but I think he was very much in touch with the people who were trying to bring down Saddam from the inside. I don't put it past his being linked to some intelligence people who were working to get rid of Saddam. Umid was a very sharp, intuitive guy. What he did for Engineering here was absolutely first rate. Part of my job, and I know Tim has heard me say this before, was being a buffer between the other parts of the faculty, who were much more conventional in their sense of their responsibilities and their turf, and Umid, who was more than a whirling dervish. He was a very strategic power player. He got to me even before I took over the job. I responded to his initiatives very early which helped bring us together. His relationship with Gerry Hartdagan was terrible which inevitably affected my relationship with Gerry as my Dean of the Faculty and then, after the reorganization, as Vice President of Academic Affairs. I know Gerry thought I was hopeless because I kept supporting Umid. In Gerry's view of the world, he could not see problems in ways that validated what Umid was trying to build for Wilkes which was carrying out that original commitment of Dr. Farley in 1959 to support RCA. That was our way in as an engineering program, before Umid joined the faculty. He helped secure that role and, in the process, helped keep that facility in Mountaintop. Did Umid die just after you took over, Tim?

(TG): He died after I came.

(CB): Was he still healthy?

(JR): I don't know because his death really shocked me. I didn't think he was in that bad shape.

(BH): I was on the faculty still so it was early.

(JR): I do think though Tim was here,

(TG): Yes, I met him. I know that.

(JR): Umid?

(TG): Yes.

(CB): But was he still active on the faculty or was he invalid?

(TG): I think he was still around.

(SC): He died in 2002.

(CB): So that was during your first year, wasn't it?

(TG): Yes.

(JR): You were here of course.

(TG): The one who really shared Gerry's opinion of Umid was Paul O'Hop.

(CB): What would you say was Paul's attitude towards Umid?

(JR): Oh, he hated him.

(CB): He knew he had met his adversary. He respected Umid but they were both control people in their respective realms. Paul and I had many private conversations about Umid and he knew that Umid was crucial in developing and securing the Pharmacy program. Financially working out how to fund Pharmacy involved Paul working with Umid. They were two of a type actually. Each had his own empire and protected it quietly but fiercely.

(JR): Well, all I can tell you is when I was being paid, Paul would come in and say are you going to let this guy get away with this? He would push the other deans.

(CB): Divide and conquer. I had those same conversations with Paul and was frequently balancing the pressures from Umid against the budget pressures and control that were central to Paul's role and responsibilities. Umid would come to see me directly to get around Paul and to get around you.

(JR): Well, I considered myself an innocent victim primarily of Paul who kept giving me all the figures about Umid's salary which was higher than Joe Belucci's.

Laughter

(CB): That was unprofessional. I can't resist a relevant story. I had the great pleasure of chairing a weekend seminar with Henry Wallace and Francis Perkins in 1963 when I was a graduate

student at Cornell. Francis Perkins was talking about the early days of the New Deal and explained that whoever was the last to leave the cabinet meeting got the President's ear. FDR did not want to be wheeled out in front of people. Louis Douglas, the budget director in the early days, kept staying to be the last one with the President. Douglas was opposed to any deficit spending and opposed to the public works being pushed by Perkins and others. She heard that there was a group meeting secretly over in the Treasury Building. She outwaited Douglas and, as she told me herself, she said to President Roosevelt that there was something secret going on over in the Treasury Building. "Don't you think you should know what is going on?" Miss Perkins asked and suggested to the President that she be deputized to go over and find out. She is telling this to Wallace in our seminar. Well, she goes over to this attic room in the Treasury building and there is General Hugh Johnson up on all fours, on the table barking out commands. This is the formation of the NRA, the National Recovery Administration. Perkins then goes through a list of people present, including Rex Tugwell. "Tugwell was there?" asked Wallace, totally surprised. Tugwell worked for Wallace. I feel the same way with your recent story. Ok, where are we?

(TG): Well, we're at 3:00. I think probably it's maybe time to quit for the day.

(BH): Yes.

(TG): Maybe what you could do-- I'd be very interested in Suzanna's opinion as well-- is go back through the questions to see if there is anything you didn't cover that you'd like to cover.

(CB): Let me spend a little time alone sketching the 1990's.

(TG): Well, I totally agree that we don't have the kind of detail and I don't have a clear conception, I think I have only a rough conception, of what occurred during the decade.

(CB): I literally have done this chronologically through memos of what things we were working on and it gives you the sequencing. I did a major report towards the end of the century which reviews the decade and goes into numbers on enrollment and the budget. Do you have any more time for this this afternoon?

(SC): I have to leave at 4:00 but

(CB): I'm just thinking I could give you a couple of these reports to copy to give to them tomorrow so they could take them and I've got the time to pick those out while we're right here.

(SC): Ok.

(TG): How much time do you think we'll need tomorrow, the whole day?

(JR): Who are we doing tomorrow?

(CB): Tim.

(TG): We were doing me but my underlying thought was that there ought to be this complete recounting of the 1980's and 1990's. I could probably tell the story, not that you couldn't, you know. And at this point I think I've got the 1980's maybe. Not in full richness that you have on the recording but the 1990's I think I've got maybe a broad outline but I don't know that I have everything.

(CB): Also, the draft chapter of my memoirs that I shared with you really has a lot about the 1980's, especially the physical development of the campus up to and including the breakthrough in the 1990's. I think I covered that pretty thoroughly in that chapter so that at least that is going to be available in the archives.

(TG): Well, I really think you did a good job on the 1980's today. It's the 1990's I'm a little less sure about, and I think it just had to do with the time.

(CB): Yes, and there are many moving pieces that are worth seeing in their inter relationships. We were much more strategic and this was owing in large part to Paul O'Hop. He had his vices but he had his virtues. The key trustees' faith in him helped determine what the board was ready to go along with in terms of our proposal to use the endowment over a three-to-five-year time frame to right the ship. We got into that kind of thinking right in 1992 as we hit turbulence. We started putting committees together. I think I can outline that which for your kind of mind I think would be useful.

(SC): Here are the copies.

(TG): The sense I have right now is that the bottom fell out around 1990, maybe 91 or 92.

(CB): 1991 because 1990 was one of our best years.

(TG): Ok, so 1991, if you know why, I don't think I know why.

(JR): It was enrollment, wasn't it?

(CB): It was enrollment.

(JR): The whole nation was facing it, right?

(CB): It was national.

(TG): Ok, but then what happened after that? This is the story people need to have. You had a lot of changes going on in terms of leadership which made it difficult.

(CB): No question it was a sore spot.

(TG): So you had that combination of demographic downturn and the inconsistent leadership.

(JR): There was one other thing that happened too that was very important that year. It involved Mark Davis, the new Admissions Director. He continually, I use the term advisedly, lied to us about the enrollment.

(TG): Yes, I remember you telling me about that.

(JR): We were told again and again by Mark that we were normal, everything was fine. And then one day, sometime in April I think, Chwaleck came to see me and said, "Jim, somebody's got to know he's making up these figures, They're wrong." I came over and immediately told George Waldner and George went over there and checked and they spun a tale. George called me and said it looks to me like Mark is on the right track, that he's got everything there. He's showing me numbers and everything else. But then all of a sudden, we were a hundred students down. It was a disaster.

(CB): We had given out all the financial aid authorized in the budget which assumed we would recruit one hundred more students than we did.

(JR): Yes, and we were hiring on the basis of those students and everything and nobody thought there was a drop coming until it came.

(CB): And University status came before, right? It came in 1991.

(JR): I think so.

(SC): 1990?

(CB): 1990, yes, so 1990 was our year and we were sailing. We had twenty-one hundred students, full time and became a university, and then I think Bernie Vinovrski left us.

(JR): And we thought we got a great guy with Mark Davis. In the interviews he was terrific and everybody was really impressed by him and then to be hit like that all of a sudden in a week's time really made things impossible.

(CB): And that was the hole, it took the rest of the decade to climb out of. But we did it. By 1992 we started to develop the Pharmacy doctoral program, the first in Northeast Pennsylvania, building on our health care education traditions. By the summer of 1993 at the board meeting in August, which I described at length earlier, the board of directors accepted the budget assumptions that the Pharmacy guild required of us to launch and sustain the Pharm D program. Over a several year period the Pharmacy guild approved each stage. In that process Umid was on top of everything. He handled the professional guild with extraordinary skill. I went to those meetings in Key West and other locations where our case would be argued. Their approval

committee also came to campus several times to confirm the validity of our representations. I would argue from the president's point of view to demonstrate how deep the University's commitment was. The paperwork part of our application was outstanding, including the conceptual thinking, proposing a totally updated approach to Pharmacy education, with heavy emphasis on computer technology/.

We drew on Les Turoczi and other faculty in biology and chemistry, including those who had provided leadership in our pre-med and Hahnemann programs. Thus we worked with existing resources which I think was particularly persuasive to the Pharmacy guild. Our long standing six- year MD program at Hahnemann helped with our credibility. We had a track record and faculty who could handle the Pharm D program. It began to materialize in 1993 and became actual with our first Pharmacy freshman class in the fall of 1995. This immediately jacked up that enrollment but part of the discipline we committed to was that we would not use the money raised by Pharmacy tuitions to fund the rest of the operating budget. We had to save 50% of it for reinvestment in the Pharmacy program. By the time we got to 1998, all of a sudden, we had a budget surplus because we exceeded our enrollment goals for the non- pharmacy students and significantly improved our student retention.

(TG): Retention.

(CB): Yes, retention. Behind each of those accomplishments, as I outlined earlier, was a task force combining trustees, faculty and staff that worked their tails off, the Recruitment & Retention Task Force. I'll sketch this out.

(TG): That's the story you need to tell because I mean that's at a place.

(CB): We moved up in U.S. News and World Report ratings substantially. We were starting to get external validation on what we were doing. I'm quoted in the Chronicle. The rest of higher education was beginning to look at us.

(TG): That was a relatively new thing in the mid 1990's. By the first decade of 2000's there was getting to be a fair amount of competition in Pharmacy education. So, you had to come up with something new.

JR): Plus, I guess the declining need for pharmacists from what Bernie Graham, our first and long serving Dean of Pharmacy, told me.

(CB): Really?

(TG): Yes, what they are really trying to do is to reduce the number of pharmacists and increase the number of pharmacist assistants and the other thing involving CVS and Walgreens.

(JR): Didn't CVS buy Walgreens or did they buy Rite Aid?

(TG): I think they bought Rite Aid. They also bought something else. I think it was a health insurance company. But what they are trying to do and it looks like it's more manageable than Walgreens is total healthcare which provides insurance

(Shuffling of papers near microphone, can't hear conversation between JR and TG).

(CB): Here is my December 1996 presentation to the community. The process of change can be seen in the planned improvement of campus facilities, including a significant investment in new and renovated buildings and computer technology. It is also being driven by the decline in overall enrollment during the 1990's. Our recent high enrollment was in 1990 when we enrolled slightly over 2000 full time undergraduate students. In 1996 we had 1725 full time undergraduates including Pharmacy students. A two-year trend downward from the high in 1990 led us in 1992 to explore the opportunities of a six-year Pharmacy doctoral program. Our thinking at the time was that the addition of 80 freshmen students in a quality professional program built on Wilkes' strengths in biology and chemistry would contribute to an addition to the enrollment in all other existing programs. For those of you who have been monitoring these numbers you will know that during the first year of pre-pharmacy recruitment for the fall of 1994 we enrolled 34 fewer full-time freshmen than the previous year even with the addition of nearly 80 pre-pharmacy freshmen. We were partially saved budgetarily by the largest class of transfer students ever. The results of the next year, fall of '95 was near disastrous. We dropped a total of 104 freshmen and were 64 transfer students below our budget goal. The smaller number of non-pre-pharmacy freshmen was down 28% from 1993 and 33% down from 1990 distributed unevenly among the three older schools. How did we respond? In 1995 we assembled a trustee task force led by board member Eugene Roth who is with us today. Even before the 1995 enrollment results were in, we had selected a major national enrollment consultant, Williams Crockett, now USA group Noel Levitz, out of Denver. The board was supportive and agreed to draw money from the endowment to pay for the cost of the consultant and the technology investments we would need to create a state-of-the-art admissions effort. This investment also included a commitment to generate marketing materials, the latest example of which was an attractive new View Book. It needs to be emphasized here today that the enrollment shortfall in 1995 created a very large budget hole which we were still working to fill and planning for the FY98 budget and beyond. The board allowed us to use virtually all of our available reserves to keep the FY96 budget intact as well as authorizing the endowment investment in our recruiting and marketing efforts. Announcing this in big meetings and small, I observed that we were not going to feel the pain of the serious shortfall immediately but would do so over the next two to three years. As we began preparing the preliminary FY97 operating budget we asked the board to permit us to borrow 2 million dollars from the endowment for the operating budget to keep the many positive efforts supported so that they would have the greatest chance to work to increase enrollment both through recruitment of new freshmen and transfer students and improve retention of continuing students. The board reluctantly agreed to this special onetime drawdown in February 1996 when approving the preliminary budget for FY 1997. Meanwhile we set about

mobilizing the entire campus and our alumni volunteers to recruit students under the leadership of the new Dean of Enrollment Bernie Vinovrski. Sensing the importance of retention, we also focused on student attitudes. Survey results showed that our students had lower levels of satisfaction relative to what they expected from the national norm. The work of the Recruitment & Retention Task Force, co- chaired by Dr. Ann Heinman Batory and Scott Bodfish, was folded into the Enrollment Management Task Force chaired by Deans Vinovrski and Paul Adams.

Meanwhile the trustee task force began meeting every other week for two hours by telephone conference with the general officers, henceforth to be known as the President's Cabinet, which included Deans Vinovrski and Adams, Scott Bodfish and Dr. Sours, my special faculty associate. We were carefully monitoring the number of increased applications and deposits and the geographical penetration of our recruitment efforts. Perhaps most important, we instituted the tele counseling of prospective students by present Wilkes students. We also used our consultant's software program to shift to a financial aid leveraging system which allowed us to be more sensitive to the amount of aid required to bring in any given student we hoped to recruit to Wilkes. The result as you know was a success in the fall of 1996. We enrolled 72 more freshmen than in 1995 but we did not make the transfer numbers nor the number of returning students which the FY96 budget was built upon. A pledge to give a 2% salary increase if we made our enrollment goal was honored because of the success with new freshmen which involved heroic efforts of people throughout the campus. Its payment came from the special endowment draw the board had authorized when we planned two years before following the difficult fall of 1995. I made a pledge to the board that we would undertake an academic program review process and an administrative service review with two additional task forces. From this process we also made recommendations for cuts to balance the budget by FY98. We indicated we would show such a plan for such a balanced budget at the December 1996 board meeting. We had moved 30 places from the middle to the upper third nationally and in our reports all of a sudden, we had a breakthrough year in all categories. So, all of these extra efforts were paying off and we were back on the high road. And that's when the toxic conversations in public about Wilkes being in trouble started which I acknowledged in my 1998 reports to the community.

(TG): Well, that's where we will pick up tomorrow.

February 11, 2020

TG: By the way what's happened in the library to the Eleanor Farley room?

(SC): It's still there. It's used

(CB): With her piano?

(SC): Yes, everything is still intact.

(JR): All those rooms are still ok.

(CB): How about the Polish room?

(SC): Yes, it's still there. We still have that Polish day every October. The ladies are still making amazing Polish food.

(JR): They're really good.

(TG): Stop recording.

(TG): full hour but the other thing is to the extent that I think you feel comfortable doing it. You might want to talk about the end of what you thought was going on here. I'll try to link up with you in a positive way as we talk though this.

(CB): Ok. I gave Suzanna two documents, one of which was my last report in 1999, December of 1999, just before the Millennium. She's making copies for the rest of you. It's remarkable in its upbeat positive quality. All the systems, all the task forces and so forth were working. The enrollment was up, the Middle States report was done. The vision statement was about to be adopted by the board; the core curriculum committee was pressing to get its report in so the Middle States team could see it. I think one of the problems with Middle States is that both the vision statement and core curriculum revisions came in at the last minute. I think they felt that if we were honoring Middle States that should all have been done well before. We were on a crash course through the 1990's as we pulled all the pieces together. You will get a very positive tone from my December 1996 report; things were turning positive. It's a longish report. You are going to have copies of two of my reports, from 1996 and 1999. Often in life, as Tocqueville observed about the French Revolution, as things start to get better and reforms are pursued, following a difficult period, that is the most dangerous time. That's when things are at the greatest risk. I think that is what happened at Wilkes. The tone of these two reports to the community I think you will find interesting. There is a slight contradiction in my numbers as between different reports but in 1990 we either had 2,100 or 2,000 students. In 1991 it was down to 1,961 and then within a couple of years it was down to 1,700. And in 1991, we faced the Curley thallium death situation, in which for a critical recruitment period Wilkes was blamed for Curley's death.

(JR): The Curley death?

(CB): The Curley death and his widow's lawyer piled on Owen Faut. You may want to talk to Owen about that because he was in charge of the chemical supply room which was targeted by Mrs. Curley's lawyer who is now in jail.

(JR): Oh really?

(CB): He's the judge who

(JR): Was that Chivarella?

(CB): Chivarella yes. The judge who is in jail because he put kids in private jails for a handsome financial kickback. I went head-to-head with Chivarella in those days and learned way before the Curley case to regard his integrity as of the lowest. He put the word out to the public in defending Mrs. Curley that Wilkes was not a safe place for parents to send their students. I remember we had a national press conference with a large press contingent in attendance. Owen testified that the Thallium amount held in the chemical supply room was the same in the bottle as it had been when tested years before. Anyway, as the enrollment crises hit, we faced that PR disaster. It was the toughest public relations problem I had in 17 years. In 1992 we established the Recruitment and Retention task force. We called 1992 the Year of the Student. We began mobilizing faculty to really work in conscious ways with students to deal with retention because our retention numbers were almost as compromising as the failure to get new students. We got the Kellogg leadership grant which was addressed to building leadership within the University. Mark Allen was a leader of this effort which involved staff from throughout the whole campus. We had sessions of an hour or two hours, bringing staff from different offices to talk about how each staff or faculty member could provide leadership from where one was in the organization. We started the Weekender MBA that year. I don't know if it was the first Project Learn but we had a Project Learn that fall (the Local Education Action Resource Network). We brought together teachers from throughout the Valley. There were 300 separate sessions on one day. We used the campuses of both Wilkes and Kings, the downtown hotels and the Kirby Center. For example, language teachers from college level and language teachers from secondary school level worked on joint presentations, showing K12 and college people working together on interesting ways to teach foreign languages. In our first year (and I am not sure if it was 1992)) our keynote speaker was Ernest Boyer, at the time one of the leading public intellectuals on education, and he was wonderful. That was very much the outgrowth of what I talked about yesterday, organizing the Council of Presidents to bring the heads of the two public institutions to join the three independent college presidents. Before I came, the meetings of the three independent colleges were pretty desultory. They included Joe Fink at College Misericordia, Father James Lackenmier at King's and Bob Capin at Wilkes. I persuaded Joe and Jim to bring Jim Ryan from Penn State Wilkes-Barre and Tom Moran from Luzerne County Community

College, who was president at that time, into the group, forming the Council of Presidents (COPs).

(JR): Yeah, I think so. I think he was.

(CB): Once we got COPs together, we organized all the school superintendents and private school heads and formed the Educational Leadership Council. This was the group that sponsored Project LEARN.

(TG)): Did you have LCCC in the expanded group?

(CB): Yes, that was the key. Tom Moran was the PR guy at Wilkes in the critical years I think during and after the flood. Tom and I became fast friends. He was very close to Dr. Mike with whom Tom had worked when at Wilkes. I was totally for embracing the community college where Tom Moran was president. In Illinois, Sangamon State University and Governors State University were established as public upper division/graduate level institutions to match the expanding community college system. I brought that perspective to Wilkes which was jarring to the Misericordia and Kings presidents. COPs then expanded our group to include all superintendents in the Educational Leadership Council (ELC). There were thirteen school districts at that point, plus Bishop Hoban, Wyoming Seminary and what is the school down in Freeland?

(JR): MMI

(CB): MMI. We met once a month. We rotated the meeting locations but most of them met here at Wilkes as I recall. It was out of the ELC that Project Learn was created. We committed to bring our faculties together so they would discover that we are all in the same industry. The first three years were as exciting as anything I've ever helped organize. The K-12 teachers acknowledged that they were treated like adults. They had lunch at restaurants downtown. For them to be treated like grownups, along with college faculty, in this area was something special. We had tremendous response to the first Project Learn in 1992.

I had a sabbatical from January to March, 1992. Then in 1993 the planning for the Pharmacy program got under way. Mike and Umid literally began the planning for the Pharmacy program in my absence on my sabbatical. I came back for the board meeting in February. We presented the physical Master Plan at the May board meeting which involved proposals to build a Classroom Office building, the Student Center and to transform Stark for Pharmacy. We created out of the Recruitment & Retention task force the Student Ambassadors Program to help with recruiting students. It's then at the August, 1993 board meeting that the Pharmacy program was approved and the commitment made financially to use the endowment to enable this ambitious program. The twenty-five-million-dollar bond issue I think was announced in February. It may have been a little earlier than that. Our annual budget at that point was thirty-four million dollars.

In August, Bernie Graham was appointed as Dean of the Pharmacy school. The university began to revive in this period. The groundbreaking for the classroom office building happened in 1994. We hired the architects for the student center. Jerry's Goldstein's Army became an active force to get people off campus into our targeted recruitment areas to meet prospective students showing an interest in Wilkes. We created the Information Technology Task Force led by Fred Sullivan and Cheryl Scalese. They put together the several million-dollar plan to upgrade the entire technology of the campus. In 1995, FASB 106, you may remember for the accounting profession, forced us to commit identified resources to cover our benefits to everyone on staff likely to be eligible for those benefits in the future. It was hell. This is when we hired Williams Crockett as part of Noel Levitz to help us with enrollment management. In 1995 we also had our Middle States five- year review, with the next ten-year review scheduled for 2000. We began the Foundation for the Future Capital Campaign with Gwinne Scott from Marts and Lundy as our advisor. The old Wilkes Tomorrow Campaign had raised twenty-five million dollars. That campaign had begun our serious capital campaign fund raising. Our goal for the Foundation for the Future Campaign was thirty million dollars. At that point, we also wanted to double our seventeen-million-dollar endowment to thirty-four million dollars. That was a kind of seat of the pants goal. We were encouraging early retirements. Because enrollments continued to be a problem, we expanded the number of early retirements from ten to fifteen.

(JR): Mike Lennon was hired in 1992 because George Waldner left shortly after I left the deanship and Umid became dean and Mike was hired. If it wasn't 1992 it was 1993.

(CB): I remember Mike Lennon as an old friend from Illinois coming into the midst of this calamity. Almost from the first he had to start persuading senior faculty to retire which was heavy duty for him.

(TG): And that was because of the FASB policy?

(CB): Yes. Well, it was FASB, plus we had too many faculty for the number of students we had. We committed to go from a student faculty ratio of 13-1 to 15-1 by 1996; instead, we went lower than that. It got down to 12-1, but we kept the goal of a 15-1 student faculty ratio. In 1995 the classroom office building opened, the greenway program got underway (the Fenner Quadrangle) and we began building the Student Center. I mean, everything was popping. The Pharmacy program began with our first students. Stark renovations were in process and I was dealing with the Earth Conservancy.

(JR): Chris, I was still Dean and that's in 1992. You were involved in the EC at that point because I remember I was called into something so it had to be some time in the early 1990's.

(CB): We get the \$20 million from the Federal Government after Clinton became President in 1993 so we were well established as the Earth Conservancy by 1992, maybe even 1991. I think I mentioned it in my reports to the faculty because it had a potential real impact on Engineering

and Environmental sciences. Some of that Federal money was for building wetlands, Ken Klemow's big project. Umid was working with his staff on the project with Rolla to clean the ordnance from WW I with water jet technology. In fact, Rolla and Wilkes engineers demonstrated an effective process with waterjet technology to clean out and cut up the conventional ordnance. The Defense Department did not want it. The Army literally rejected it so we still have all that ordnance around. In terms of Kanjorski, he got the money to get the project going. We worked to carry it through but to no avail. And this was a Democratic Administration!

(JR): Federal ordnance from World War II?

(CB): No, World War I.

(JR): Some of that stuff would be very valuable. There are all sorts of collectors of that.

(TG): I think if you unleash that all, the value would go down because there's so much supply.

Laughter

(CB): We were looking at recycling the brass and retrieving the gunpowder for fertilizer. We were not yet as concerned about nitrogen in the soil as we are now. Anyway, it was recycling as a way to clean up the environment. In 1996, we had the flood in February without anyone on campus being injured. This is when President Clinton came for his event which I talked about yesterday. Our retention was up and our inquiries were up for this time of year. We appointed another task force called the Administrative Services Review Team. We hired Frank Sheptock as the football coach. We got to the elite eight in basketball. Endowment by this time was 20 million dollars which put us in the top 10% of colleges in the country, a comment as I said yesterday on how underfunded higher education was. Our budget by this time was 37 million dollars, \$37,595,000. In October, the increase in the size of the new Class of 2000 was substantial. I don't have the number right here. We developed the Connections Program which pulled staff members together across different responsibilities to see how we were working together as a university family to support our students. In April, 1997 there were sixteen early retirements and we let three staff go. We merged departments, going from about twenty-one down to eleven. We brought Student Affairs and University College into one. In fall 1997 we enrolled only 366 non pharmacy freshmen. We're growing in Pharmacy so our overall numbers are up. But we had made the commitment not to use the income from the Pharmacy students for anything other than Pharmacy, including holding back part for capital investment in the program. In December we moved the focus of the strategic plan toward sharpening the strategic vision for Wilkes. By 1998, the enrollment was substantially improved. We had an increase in revenue of a million dollars and we had saved the two million that the board allowed us to use from the endowment. We had a four hundred-thousand-dollar surplus which was used to help fund the FY 1998 budget. Our endowment draws down went to 4.5%. It had been up to 5.7. By 1998 all the

systems appeared to be working. We had Mike Frantz in Admission which powerfully galvanized the whole campus.

(JR): Just, a date. I think I was acting vice president in 1998 and that's when we did the strategic planning thing. I was in it then. It started in 1996.

(CB): This is going to give Suzanna conniptions but we keep giving the planning groups different names.

(JR): Ok.

(CB): So, we have a strategic long range planning task force and. we have a strategic planning committee and they come at different times for different purposes.

(JR): I think we reduced the number of departments from 21 to 11.

(CB): Right. We also cut out six or seven programs. This was enabled by the Audit Program Committee which was very deep plowing in its analysis. We cut out Economics, cut out the Masters in Health Administration, Music, it was draconian.

(JR): The arts, fine arts thing?

(CB): I think Fine Arts yes.

(JR): The MFA.

(CB): MFA right.

(TG): Was it the MFA, I'm not sure how to put this but was the MFA a graphic arts program or was it arts.

(CB): It was fine arts. My daughter took that as a second undergraduate degree. She did painting, sculpture, Shabari, ceramics, textiles with her faculty friend Richard Fuller. The department had recently advanced to offering a Master's degree. One of these reports lists the number of programs cut back; we reduced the non-pharmacy faculty from 130 down to 100.

(JR): We had a plan for retirements. I remember going down the ages of people who would retire. I had Waghiya retiring in 2003. (Laughter) That didn't work out. We have to read her comments. She had no plans to retire.

(TG): Where she refers to that bastard Jim Rodecko?

(JR): No, she had no reason to.

(CB): You're going to get two copies of my reports to the community that will give you more detail but I think we were right up here in 1990 (gesture), and then started going down and somewhere is the point where Mark Davis over committed financial aid, we don't get the new students and we have a retention problem. There is malaise on campus which inspires the trustees to get involved. We don't go through much change in personnel on the administrative side except bringing in Mike Lennon who's a newcomer. Waldner of course had been a newcomer as well as Bernie Graham. So, for that whole decade there's not a lot of turnover on the administrative side of things. In Student Affairs, Jane Lampe retires but we advance Paul Adams, a step in his remarkable continuity of service to Wilkes. We have talked about the extraordinary continuity in Student Affairs from George Ralston to Paul Adams, who as a young man had been part of Dean Ralston's staff.

(JR): Art Hoover too.

(CB): I selected Art as George Ralston's replacement but he lived only a couple months before dying. He begged me, begged me to appoint him. I was going to appoint Jane and he said, "Chris, all my life I have wanted this job." So, softie Breiseth said yes.

(JR): Well, he had seniority too.

(CB): He what?

(JR): He had seniority over Jane.

(CB): He did, but I also felt that he physically was not robust and there were just some things about him that made me think this is going to be a very hard job for him to handle, which it turned out to be.

(JR): That's true.

(CB): And then Jane came in on a white steed. She was at the top of her game at that point. You were about to say something?

(BH): No, I'm just listening.

(SC): Were there any forced retirements at all?

(CB): No. I think I was talking about this with Paul Adams [at this point the interim president after Pat Leahy resigned] last night. I think he has a tougher situation the way they are looking at early retirements than we did. What we did, we pitched it all to the senior people to preserve all the junior people as long as there were enrollments in their programs. So, the program review analysis of the audit committee did some tremendous data collection on the history of those programs and enrollments. I would say, Tim, between 1992 and 1998 was when Wilkes started

becoming sophisticated in data collection. Each of those task forces got really deep into the data, especially historical data, so we started having a more precise sense of what the institution was, where it was gaining money and where it was losing money. I think all this was well documented in the Middle States Self Study which was a sophisticated report. We did have the problem of the two relatively late reports (the revised Vision statement and the revised core curriculum) which had both flowed out of a decade's worth of hard work. I think that independent of all the other things, the lateness in submitting these two reports was a bad signal to the Middle States team.

(TG): Somehow, maybe she should turn off the

Click, tape ends.

(CB): When I chaired the Middle States ten-year review for Elmira College, I knew in advance the problems and I met with the president who I found a problematic kind of guy but he was doing great things economically for Elmira College. I planned the whole visit to both tease out what the issues were but also to pull the place together. I requested, and hoped he would support, an exit report with the entire community, which he did. After our visit, he went on to an extended period of success as president with improvements in shared governance. This experience is why I wanted the same for Wilkes and the exit report from the Middle States team. After Chair Doberstein gave her exit report, someone commented so as to be heard "there is blood on the floor." I decided three days later to resign. In my exit report as a Middle States chair, I hit the Elmira president pretty hard on his need to deal more with the faculty. But I also hit the faculty and declared the need for them to deal with the president. They were improving the situation. He was doing things with financial aid for valedictorians from high schools which had increased the profile of Elmira. He was there for another ten years and they flourished. To me that was the way one chairs an accreditation team. I also chaired a Middle States team for a Catholic Seminary College in Ogdensburg New York and used that strategy. The meeting of the chairman of the board with the visiting Middle States chair in that case involved the Catholic Diocesan Bishop, who was a Polish American friend of Pope John Paul II. We were supposed to have lunch the first day between the Visiting Team chair and the college's board chair. Since it was a diocesan seminary, the chairman of the board was the Bishop. The first thing he said to me as we began our lunch was "The problem is the celibate clergy, isn't it?" That startled me. It happened that I was the only non-Catholic on this Visiting Team, and a Unitarian to boot. The Seminary College was hiring a new president at the same time our Visiting Team was there. Their numbers were down to about twenty students. I assumed I was picked by my friends at Middle States because I had been president of Deep Springs which had only twenty-four students. They apparently felt in Philadelphia that the issues of scale were ones I could handle sympathetically. The person they picked as the new president while I was there was a South Indian from Ernakulam/Cochin. He and I got together and discovered I was in Ernakulam the same month in 1957 when he was ordained there. The Bishop asked me to introduce Father Tom at the 5:00 p.m. prayer in the chapel as the new president. They were worried by his very strong

Indian accent but he had been terrific in Canada recruiting future priests. I tell this because it shows how I approached the job of a Visiting Team chair. You are not out there to cut heads off. You're there to help an institution deal with its problems and realize its opportunities. The approach of the Wilkes Middle States team was the opposite. Chair Audrey Doberstein did not meet with me the first day. Whatever happened with Paul O'Hop, she had a negative fix on the institution from the beginning and did not discuss it with me.

(TG): Yes, that happened after though.

(JR): I'll add something and it's perplexed me all these years. I had been acting vice president, I was chair of the strategic planning committee that did the reduction and what have you. They never met with me. Nobody, not one person from that committee ever met with me. You guys told me to be available in my office. I'm sitting there for days and nobody came. The only time I met them was at the exit. I think it was the exit interview because I was committee chair. She arrogantly stood there and said does anybody know what the mission of Wilkes is. Well, I knew it and I told her and she was kind of stunned by that. That somebody actually knew the mission. That was my relationship with them. I couldn't believe it.

(CB): I sat in my office. I was never visited with the whole time until just before the end of day two when Doberstein had little to say and virtually nothing to ask as they were adjourning to write their report. Internal tensions are frequently surfaced during such visits and the Visiting Team has to evaluate them. Faculty members and others (board members) are given the opportunity to surface issues not in the Self Study report. One of the best parts of the accreditation process is to factor in such perspectives in the assessment of what the institution needs to do to deal with its problems. I frankly concluded that the Visiting Team's demand was for me to fire my top staff and I wasn't going to do that. I decided that after all I had done here over seventeen years, I was not about to become the problem. I decided I had a future elsewhere even at 65.

(TG): The review occurred in 2000, correct?

(CB): Yes, April.

(TG): And you've taken us up to 1998 by my note.

(CB): Right and you've got my report which is December 1999 as we approach the year 2000 which has an extensive summary. But during those last two years, everything was rising.

(TG): So even into 2000 things are rising.

(CB): Enrollment was up. Mike Frantz was really grabbing hold and we were improving on retention. Pharmacy was going great. We were retaining more Pharmacy students than we projected. I don't have the number for what the endowment was when you came but I think it

was twenty-five or twenty-six million dollars. And we had paid back the part we had borrowed from the endowment in the really rough middle years to get Pharmacy going and to handle the early retirements and technology upgrade for the institution. The bond issue covered the new buildings and the refurbishing of Stark, creating what we calculated as manageable long-term debt. In terms of the bond issue, the bonds sold out within 24 hours which was a great vote of confidence. We re-did our debt at a significantly lower interest rate. The trustees congratulated us on our successful financial management to accomplish the big things that happened from 1995 on. All that was positive. We had many other things going. We revised the mission statement a couple of times during the decade and reworked the core curriculum both for intellectual reasons and because we were changing the nature of departments. We wanted a tighter core with a distribution requirement of courses that would count for the core. We wanted it more coherent and we needed that. We had been strengthening professional programs to such an extent that the concern was raised that the professional programs' requirements made us redesign the core. Therefore, we needed a core that provided an assured liberal arts experience for engineering students, for nurses and for accountants. That had been Wilkes' historic challenge but it had to be updated because of the changing demographics of our student body. This partially explains why we were presenting the new core just as the Middle States teams arrived. I realize now that that may have looked negative from their point of view.

(JR): Well, it's an ongoing process though.

(CB): It is, but the Middle States team did not come with a sense that all these things were happening and we were responding responsibly to challenges and opportunities other colleges also were facing. I think the fact that we were "in mid-stream" may have affected the Middle States chair. She clearly was the leader, a powerful college president who was calling the shots. In my opinion, she made the decision even before the team arrived on campus that Wilkes' administration needed to be shaken up. I explain all this in my report which I presented in person to the head of Middle States after I announced my retirement three days following the very negative Middle States exit report to the Wilkes community. Gerry Moffatt, the board chair, had been out of town during the Team Visit so the ordinary meeting the first day between the Middle States chair and the board chair did not take place in person. When Moffatt returned, I thought he should call President Doberstein to tell her I had resigned, which I thought might positively affect her final writing of the report. He reported to me right after the call, and I wrote it down, that she responded "Then we achieved our objective." I am more elaborate about all this in my memoir.

(SC): Can I ask a question just in general about Middle States. Are the teams just randomly chosen to review?

(CB): No, the staff in Philadelphia knows a lot about the institution, having recently completed their five-year review, which for Wilkes was in 1995. They chose members of the team that seemed best suited to deal with the issues the institution was facing.

(SC): Ok.

(TG): How was your five-year report?

(CB): It was positive, very positive. In terms of the ten-year review, none of us, least of all the senior management, thought we had any significant problems that might affect our reaccreditation. Maybe we conveyed an overconfidence that turned off the Middle States team. I think the one of us most stunned was Mike Lennon who ultimately was responsible for leading our self-study. He worked with all of the different self-study committees. He was wiped out by the result. After the exit report I made some tough decisions, which included my own announced retirement. I also asked for Mike's resignation. That has permanently affected our relationship so to me personally, who deeply valued his friendship, it was very costly. That is when Jim Rodechko became acting VPAA. Then there was Gerry Moffat, the fairly recently appointed chair of the board, who came in and basically took over managing the institution. He had just retired from Arthur Anderson, had time on his hands, and basically settled into the sun porch office next to where the president's secretaries worked. He began meeting with the Faculty Affairs Committee without letting me know he was doing it nor conferring on any of the issues being addressed with him. This was April of 2000. I still had a year ahead with his being the ipso facto leader of the institution as we were working to respond to Middle States before my actual retirement on July 1, 2001. I spent this final year doing everything I could to complete the formal response to the Middle States recommendations to put us in the best possible position. The result was positive and I left feeling successful, if bruised. It was a harrowing year.

(TG): It had to be.

(CB): Ok, unless there are other questions or comments let's turn to you.

(TG): Give me a moment to

(JR): I'm just going to stand up, I sat too long.

(JR): Broken up something to add to the record.

(CB): No, I think this is, I'm sorry I didn't talk more about George Waldner because I think he played a pivotal part early during my seventeen years. He was here, what, four years?

(JR): No, he was here longer than that, I think. Well not that much longer, I think it was 1987-92.

(CB): Five years but he saw us through the crest and he was the one who hired Mark Davis in Admissions when Bernie Vinovrski left the first time. No, the second time.

(JR): Yes, he hired Mark Davis.

(CB): I think that was humbling for him because he was a guy who normally was on top of the numbers.

(JR): To be fair, we were all saying this guy is very good.

(CB): We were. But George was Mark's boss and he had hired him. It was a rushed hire because Bernie, frankly, left us in the lurch, twice he did that to us. Anyway, I think I am happy to get something in on George Waldner because he really carried us to university status and he presided over a very successful ten-year Middle States review.

(JR): He did a good job on salaries.

(CB): He did a good job generally. He was not the most likable person which often is the case at the administrative level but we are a stronger place because George was here. I dreamed last night that he made himself available to be the interim Wilkes president.

(TG): I thought that was just a dream.

(CB): The fact that George hired Gerry Hartdagan at York, and now at this stage of his life was ready to come back to be the interim president at Wilkes, indicates he must have liked the place after all.

(JR): He was ready to come back here?

(CB): The job that Paul Adams got, George was ready to fill it.

(TG): George said to Paul, I don't know if you'll have a chance, but if they're looking for somebody, I'm available.

Laughter

(JR): You know I got a letter from George when he retired from York. This is a few years ago and he said that he was going down to Virginia and he was going to seek jobs as interim president.

(CB): He'd be great in those jobs.

(JR): Yeah, I remember that.

(TG): I don't remember ever seeing him at the, what the hell was it called? The registry meetings but he might have been on the list.

(CB): Did you know him? Have you ever met him?

(TG): Yes.

(CB): Ok.

(JR): Does he still live in Beech Haven?

(CB): I don't know. We have not been in touch. He wrote after Jane died and I think that was the last I heard from him. Hillard House on West River Street is where they lived. I especially remember the day they hit a wasp nest in the attic. Thousands and thousands of wasps. It was a major crisis with all kinds of professionals coming in and out. It infested the whole house. It was really amazing. George was calm through it all. Just deal with the problem.

Knock on door.

(CB): Come in.

(SC): Come in.

Unknown voice: I'm sorry to interrupt but I have this little build your own sandwiches so whenever you have the chance to fill them out you can give them to me and I will go and get you guys some lunch.

(CB): Fantastic let's do it right now.

(PG): I already put the names on them.

(CB): This is a person who knows how to run things.

(JR): She is.

(BH): He called me when I was sleeping that's how late in the day. He wanted me to serve in his faculty associate position that I had served in yours.

(CB): Did he really?

(BH): Yes, he did.

(CB): That's something I didn't know. This is the definition of our new approach to diet.

(JR): These are hoagies?

(CB): Tell me Tim what are you picking. I need some guidance here.

(TG): So far, I've got turkey, bacon, provolone.

5:20 min. to end of tape is lunch choices discussion.

(CB): Whiles we are eating, let me make a comment on this conference room in Weckesser Hall. We were making continuing improvements to the building, some still dealing with post flood problems. We decided to fix the floor under the beautiful carpet which had been here since sometime after the flood. We assumed the parquet floor would be in terrible shape because of the flood and we were ready to install a surround of wood around this carpet which we took up to George Ralston's office on the second floor. It may still be there. When we took up the carpet this floor was in beautiful shape. All it needed was cleaning. We did not even wax it, just cleaned it. After all the water and flood mud on top for at least a couple of days, it went back to its originally parquet perfection. The quality and workmanship in this building is outstanding, in recognition perhaps that it was built just before the federal income tax was established.

(JR): What would this be, this is like a 15-foot ceiling?

(CB): Have you ever been to the Ukrainian American Institute in New York City? It was designed by the same architect and it looks remarkably similar to this building. It's on the corner of 79th and 5th, built for Henry Sinclair of Sinclair Oil . It is now the Ukrainian American Institute. Gilbert was the architect and the building has many similar features to Weckesser Hall. It is right across from the Metropolitan Museum.

(TG): The moral of the story is drill for oil and sell it.

(JR): I was up at 5:30 this morning. I was at the wellness center at 7:00. I bicycled at that point for twenty minutes.

(CB): Are these real bicycles?

(JR): Stationary bike, that's good for me. I'm not going to adjust the resistance. I have to go tomorrow at 7:00 too.

(TG): Sot you're telling me in case you nap while I'm talking.

Group laughter.

(JR): I don't feel that tired but you never know. My grandkids all laugh because I'll be sitting in the living room and they are talking and I'll be asleep.

(CB): I must have expended a fair amount of energy in this effort yesterday because I went to bed at 10:45. I haven't been to bed at 10:45 since I can't remember. I was exhausted.

(TG): I was talking to my wife yesterday and she said you know you got to (mumble).

(CB): I spilled a lot out.

(TG): Yeah, you processed a lot.

(CB): I've never done that you know.

(JR): Talking for a while too tires you out.

(CB): Yeah, but it was what we talked about.

(TG): My wife says it doesn't tire me out.

(JR): I can remember the three-hour night classes. Boy that was tough.

(TG): Oh, that was, trying to keep them awake too.

(JR): Actually, the night classes were pretty good since they were near the end of the day. It was the eight o'clock morning classes. Those kids were sleepy, I notice now that kids won't register for 8 or 9 o'clock classes. They want something late in the day. When I was a student, we wanted an 8 o'clock.

(Unknown voice): Everyone wants theirs toasted?

(TG): Oh yes please.

(Paige): Does anyone not want theirs toasted? Thank you.

CB: Okay, that's all folks.