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William G. Andrews Interview

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Interview with William G. Andrews by W. Bruce Leslie

February 18, 2020 at 46 College St., Brockport, NY 14420

Transcribed via Otter.ai on February 29, 2020

WA = William Andrews

BL = Bruce Leslie

BL We will probably need two sessions. So I wonder if today we could talk mainly about your earlier career and your earlier days in Brockport.

WA Then you want me to give a summary of my career?

BL I'm curious about how you wound up getting from Colorado to Brockport.

WA Okay. Well, I was born in Windsor, Colorado, and grew up there and then Greeley and went to college in Fort Collins, Colorado. And then I was in the Air Force for two years, because I was ROTC. And when I got out of the Air Force, I had a Fulbright graduate fellowship for France. So I spent a year in the University of Bordeaux. And when I returned to the States, I entered the doctoral program at Cornell and finished there with a Political Science PhD. I finished in residence in 1958. And then I taught at Dartmouth for three years and I finished my degree in 1959. Then I taught at Tufts University for six years; I had tenure there.

And then in 1966/67, I was going through a divorce and I couldn't support my children and pay the alimony and still be able to survive myself. And Tufts couldn't raise my salary because it would have put me out of line with senior people in the department, it would have been terrible for the morale. So I needed to move somewhere else.

Well, I got a call from a guy I knew at Binghamton. And he wanted to recruit me to go there. But when I told him what my salary expectation would be, he said he thought they probably wouldn't be able to manage that.

So then I had a graduate student who was teaching here in Brockport. And she told me that they needed to get a department chair because it didn't have a political science department, only a social sciences department. And so I thought I'll look into that so I contacted Brockport and they invited me here in February of 1967 for interviews and they offered me a job. And they were going to pay me at the highest rate that was legal; they had rules at that time about steps for salaries, and they were going to hire me at the highest salary for a full professor. I was an Associate Professor at Tufts.

So I returned to Massachusetts and called him up and accepted the offer on a Monday. And the following day, I got a call from Binghamton. And they said they could meet my salary requirements. But I'd already made a promise to Brockport. So I told him, I was no longer available. So I arrived in Brockport at 6:30am on the 26th of June 1967 and settled in here and started the Political Science Department.

BL So we got you by 24 hours!

WA Yeah. That's right. If I had waited until Tuesday to call I wouldn't have given them the same answer because I would have gone to Binghamton.

So my job here was to establish a political science department. And this was a time when the college was growing very rapidly. It was wide open, everyone was encouraged to hire as

many people as they could. Well, I was determined to create the best possible political science department I could. So I set out to recruit faculty from the best graduate programs in the east. So in the fall of 1967, I flew to New York and rented a car and I drove to Princeton, and to Rutgers, and New York City to City University, and to Yale, and University of Massachusetts and to Harvard. I don't remember if there were any others or not.

So I hired a guy from Princeton; his name was James Klein, and I hired a woman from Yale, Marcella McDonald, and hired a guy from Harvard, Alan Pfeffer. And people in Brockport scoffed at the idea that I'd be able to hire people from those places. But I did.

And at the same time, Mike Weaver, who was already on the faculty here, went to the Midwest, and we hired a guy named Aron Tannenbaum from Indiana University. And Mike also visited the University of Chicago. We didn't hire anyone there and then, at the same time I needed someone on a temporary basis, so I hired a guy who was a PhD candidate at the University of Buffalo, Walter Boroweic. I hired him for a semester and he still lives here.

And we already had several political scientists on the faculty, but we had no department. Ed Cain was here, Lelia Helms, and I hired Marilyn Whisler who didn't stay long and neither did Lelia; they were both trailing spouses and left with their husbands to go elsewhere. And then Pat Taylor was already here also and Mike Weaver and Don McWherter. Harold Rakov was in administration but he always taught a course. And Lelia Helms and Pat Taylor were the ones who were already here. So, very quickly, we wound up with a quite a sizable department. And I hired several other people after that. Walker Connor. Sarah Liebschutz in 1970. Barbara Jancar. Who else?

BL You mentioned, Steve Ullman. Oh, Ullman.

WA I heard of him when I was at Tufts. I was in the political science department. The Chair of the Sociology Department, a guy named Albert Ullman, was Steve's father. And I had seen Steve at a dinner party at his parents. I didn't really know him. But his father wanted him to talk to me because Steve wanted to study political science and wanted to know where he should go. And I told him Yale had the best political science department. And so that's where he went. And then, after I was here, starting the department, the University of Minnesota sent around a list of their available doctoral candidates who were looking for a job; Steve's name was on there. So I had a good impression of him already. But Al Brown, who was our president at the time, was taking a trip through the Midwest and going to the west coast. And he sent out a memo wanting to know if there were any prospective faculty candidates he could interview. So I gave Steve Ullman's name because I didn't want to just hire Steve because I knew him and I wanted to get somebody else's opinion that he was an attractive candidate. So Al did interview him and recommended him and I invited him to come and hired him. Steve went to graduate school at Minnesota. He'd been undergraduate at Yale.

So pretty soon, we started a master's program. It was originally called Urban Administration, later Public Administration, and it became a separate department.

At one time, we had 21 people in the Department including secretaries and graduate assistants. We still have a good sized faculty. And at one time, early on while I was still department chair, we had what I would argue was the best academic department of the 1400 in the SUNY system. And the reason I can document this is that the SUNY Newsletter published a listing of faculty members who had gotten the Chancellor's Award for Excellence. We had eight members of our Department who had that honor. No other department in SUNY had more than four.

We had three distinguished professors, no other department in the system had more than two. We had four faculty listed on the Faculty Exchange Scholar Program, which recognized scholars in the system and no other department had more than three. So clearly, we had the best department in the system.

BL That's quite a proud achievement. Starting from zero and maybe that made it easier.

WA Yeah. Well, there were already political scientists on the faculty. Oh, I think you mentioned Bob Getz. Yes, I hired him from Rutgers and I hired Ray Duncan from the Fletcher School at Tufts for 1968.

Who are still here? Wally Boroweic. Bob Getz and Ray Duncan and I are still here after 50 years. Ray was one of the distinguished professors.

No, let's see who were our distinguished professors? Oh, I hired Henry Bretton. Henry had his undergraduate degree from Yale, and his PhD from the University of Michigan. And he went from being a second semester freshman to having his PhD in hand in four years. He was a returning veteran.

Well, I forgot some of the most distinguished. Who else was a Distinguished Professor? Sarah Liebschutz. Of course, Henry Bretton. Ray Duncan, Barbara Jancar. I think those are the five. And Don McWherter had it. We got him Distinguished Service Professor.

[Henry Bretton 1973; Ray Duncan 1979; Don McWherter 1982; Sarah Liebschutz 1994; Barbara Jancar-Webster 1999]

BL I saw Sarah recently. I didn't realize Public Administration came out of the Political Science Department.

WA That's right. When we hired Richard Evans he wanted to broaden their field to public administration. That's when it became Public Administration.

I also had a hand in establishing the Criminal Justice Department. I was Dean at the time and Don McWherter and Albert Hess, who was in the Sociology Department, really took the lead in establishing that department but I was Dean at the time and supported them getting it pushed through.

So I had a hand in creating three departments.

BL As I remember you were involved in starting the Washington Program.

WA Okay, I'll tell you about that. That was in the 1967/68 school year. At that time SUNY central office had organized what they called consortiums of colleges in the system that were supposed to undertake projects together. And we were in a consortium with Geneseo, Cortland and Oswego.

Martin Fausold, who was in the History Department at Geneseo, had the idea of the four schools starting a Washington Semester Program. I think it was because he had a daughter who was a college student and wanted to study in Washington. So, Marty proposed that and we scheduled a meeting in Cortland, and Mike and I drove down in his station wagon. It was a blizzard on the February day when we drove down there. And when we got there, we were late. And the gloom hung heavily over the room where we were meeting, because nobody wanted to do that and collaborate with Marty in starting this program. The guy from Oswego, Henry Steck, who was from Cortland and was a graduate friend of mine at Cornell. He and I were doctoral students together, and Bill Rogers, who was a political scientist, but he was also a Dean. That is Rogers, Marty, the Oswego guy, Henry. Mike, and me - a mere six of us

And so I said, well, we'll go together with Geneseo. And we'll see if we can find another school to join us. And at that point, Henry Steck said, Okay, we'll go along also. So that meant that the three of us and we got another school. I've forgotten which school it was when we got another school together.

And so, Mike went down to Washington, fall semester of 1968 to get things organized down there. He came back in spring of 1969 and recruited students and taught a regular schedule. And then he went back down in fall of 1969. And he's still there. And so Mike really made that program a success. He was very enthusiastic about it. He was very excited. And so he set about to do a really great job.

I think he did his undergraduate work at South Dakota. And he had started a PhD program at the University of Rochester. Because Al Brown, when he came, offered faculty members who did not have their degrees that they could take a sabbatic to work on getting it and Mike had taken advantage of that. But then he didn't really follow through. So I really didn't want him on campus because he was not really qualified professionally. But he was great at the Washington semester.

He did two things. One, he had a meeting every week with the students to go over what happened there and also to do some serious academic coverage. And then he was very careful about placements. He really matched students with the placement, and then he followed up. He checked up and made sure that they were getting the opportunity to do the sorts of things that interns are supposed to do. And if they weren't, he would transfer them so he really husbanded that program and he made it, in my opinion, the best and oldest Washington Semester Program.

BL Were you involved in the Albany program at all?

WA Well, no, I wasn't except kind of secondarily. Wally Boroweic took the lead on that. But of course, I supported him with that.

BL When did your work with Eurosim begin?

WA I think it was in the fall of 1987. A group of students came to the Department and wanted the department to sponsor a Model UN. I was given the responsibility of following up on that. So when I met with the students, I told them, I didn't really want to do another Model UN because there are hundreds of them around the country. Why do another one like that? As I was a specialist in European politics I proposed to them that we do a model European Community as it was called at that time. And they agreed.

So it was to be a joint project with faculty and students. We had agreed we would develop it as a SUNY program. So I had the students send letters to all of the political science departments in the SUNY system to join us in organizing this European Community. They didn't get a single answer. Nobody would answer them to even say we're not interested. So I got on the phone, I called Henry Steck. Again, it's Cortland. And there was a guy named Roy Ginsburg, who had just gone to Skidmore from being on the European desk at the State Department. And he had published a book on the European community. So I thought we could get him interested and we did, he joined with us. And then we had a guy, I can't think of his name right now, who was a Brockport graduate teaching in Jamestown Community College. So we got him included. And for the first run, we had two students who came from the Erie County Community College. And I think we got Geneseo involved. So we held the first European Community simulation on campus here in the spring of 1988. And I should say that in the meantime, I thought my students should have some experience with a simulation exercise, so I took them to

to the Harvard Model UN.

And at the Harvard Model UN, the students there wanted to get the faculty advisors out of the way of the students because the students are supposed to do the simulation. The faculty members were not supposed to be involved. So they organized seminars for the faculty members. And I went to one that was offered by Jacques Santer, who was the Prime Minister of Luxembourg at the time. And he had with him a man named Armand Claes, who was his assistant, and Armand had brought some Luxembourg students to the Harvard Model UN. Luxembourg at that time did not have a university, but they paid the expenses for their college age students to go elsewhere to pursue their college careers. And these students were Luxembourgers who were studying elsewhere in Europe. So I thought, if he can bring Luxembourg students to Harvard he can bring some Luxembourg students to Brockport, so I proposed it to him so he agreed to do it and then he brought two Luxembourg students to Brockport for our European Community simulation.

Actually that was for the second time; we had the first simulation in 1988. The first time we had 30-35 students from six different schools including those two from Erie County Community College. So then the next year, which was spring of 1989 we had a much larger group and ran a much more realistic simulation.

So then I went to Paris in the fall of 1989 to teach there for two years. Then, in the spring of 1991 I drove with my family to Norway from Paris. We were living in Paris. And on the way I stopped in Luxembourg where I met with Armand and I suggested to him that we set up a system where we would do the simulation, one year in Brockport, and one year in Luxembourg. And he agreed to do that. And we scheduled it for January of 1992 in Luxembourg.

So when I got back to Brockport, and began getting organized to do that simulation in January, I was communicating with Armand. I don't know if we had email at the time. Internet. Yeah, not user friendly. And nothing seemed to be happening in Europe. And I was really getting a little worried because I was organizing things over here and we were going great guns. Well, in December, finally things began to happen. Henry Steck lived next door to a travel agent in Cortland she got the travel organized. I started out here with some travel agents but they weren't getting the job done.

And we had, I think, 240 students going to Luxembourg. And we had a stopover in Detroit. On the way from Rochester to Detroit, I got sick. And so I went to the infirmary at the airport in Detroit and I lay down there on the table that they had set up there. And I recovered. I was feeling normal after a while. So the nurse there said she was not allowed to let me go back on the plane. But I told her I had charge of 240 students that I can't abandon. So she did let me go and we went on to Luxembourg. And we had a wonderful time in Luxembourg. Armand Claes had used all the resources of the Luxembourg government to make us welcome. We held our simulation in the buildings of the European community in Luxembourg, and they had a huge reception for us. And it was a huge success. Then Armand told me that he agreed to do this only because he didn't think it was going to happen!

BL I jumped us into the 80s. May I take you back to earlier and I'm thinking particularly about the French conferences on the Fifth Republic.

WA Well, I was a French politics specialist. I did more research on French politics than any other topic. DeGaulle came to power in 1958. So in 1968, the 10th anniversary, I organized a conference on the Fifth Republic. We had quite a few French social science specialists attend. I don't remember the number but we had a good turnout. And then I did it again in 1978. And

then, I was going to do it 1988 and there was a guy in Paris, who wanted to do the program so I gave it to him, I didn't even get invited to it!

BL I was there. Was it Debré who was your major figure?

WA There was a political scientist named Nicholas Wahl was a friend of Michel Debré, who was the first prime minister under DeGaulle. And the reason was that Nick Wahl wrote his dissertation on the Gaullists during the time that they were in the wilderness. It appeared that DeGaulle was never going to be back in office. Nick Wahl was a faithful student of DeGaulle so he became a good friend of Michel Debré. So he arranged for Michel Debré to come to our conference. I've got the text of his talk signed by him. Now that was 1978 and we published the papers that were presented at that conference.

BL I have the book. You worked with Stanley Hoffman, is that correct?

WA Yes, definitely. We jointly organized it. I organized it here and he recruited most of the attendants. And so it was published as Andrews and Hoffman.

[William G. Andrews and Stanley Hoffman (Eds), *The Fifth Republic at Twenty* (Albany: State University of New York Press, 1981)]

The Harvard graduate students did not appreciate that Stanley Hoffman got second billing. Stanley was really the most prominent student of French politics in America and remained prominent until he passed away two or three years ago.

BL Seems to me you quoted him saying the food was better at Brockport.

WA Yeah. He said that. The banquet room was on the second floor in Dailey Hall. We had to decorate it. I had a collection of political campaign posters, large posters, to decorate the room. And Stanley said, "Wow, this is really is something" - he was very much impressed. Yeah, Stanley and I did a number of things together. Yeah, he was quite a guy. He was the star of the Harvard faculty. Whenever they wanted to show off the faculty they turned him out.

He was born in 1928 in Vienna. And then he died probably three years ago now. So he had escaped from Austria. He was Austrian. I'm not that well acquainted with his biography, but I think he was part of the exodus of Jews when the Nazis were taking over in Europe. He was never in a concentration camp as I think they got out before that.

BL To change topics. You were here when Brockport was modernizing and creating new structures and sort of a whole new career path for faculty. Can you talk at all about that?

BL When Donald Tower retired, and Gordon Allen was the interim acting president, I think for a year, and they had a nationwide search for a successor to Donald Tower. And the search committee, as I understand it, it is just hearsay, but the search committee interviewed Al Brown when he was he was dean at Eastern Michigan. He had also he'd been in the federal administration for the Office of Equal Opportunity or some agency, he had been in the federal administration in Michigan, then he was Dean at Eastern Michigan University.

They had interviewed him. But they could not reach a decision on a recommendation for a successor for Tower. So they were going to continue the search. But the Chancellor at the time, Sam Gould, said to the search committee "No, you're you're going to appoint Al Brown". So he came to Brockport with the blessings of the Chancellor and the Chancellor was committed to his success. He really gave him all the resources that he needed to succeed.

Al came with the philosophy that Brockport was supposed to offer the broadest educational program possible to the broadest cross section of New York State college-going population. He wanted Brockport to be this service institution for the cross section of New York State's population. So he did a lot of things to bring that about. He abolished the teacher education programs. He required that all the students have an academic major, and then if they wanted to go into teaching, on the side they could do a teacher certification program, but there was no teacher education major. So he set about to recruit a broad section of New York State population. And he was determined to increase the presence of the minority groups on campus, African Americans and Latinos and so on. And so he had an active Recruitment Program for that. And then another thing he did was he accepted community college degrees at full value, which was unusual. I think maybe it was unique among four year colleges. And, he set about to strengthen the liberal arts departments on campus.

And also he encouraged evening programs to attract an older student population. So he really transformed the institution in a way to achieve his goal of service, serving the needs of that cross section of New York state's population.

BL That raises the question that is still debated among my generation. Did he ever really expect us become a doctoral institution?

WA Well, what he would say and I heard him say it many times, were two things. He said we want to be allowed to do everything that we're capable of doing. And he said, I don't care where the gates are when I can't see the fences. And so the implication was that he wanted to build up the school and if eventually, it was capable of offering doctoral programs, he would expect us to be able to do so.

After I built up the Political Science Department, I had a meeting with him and he said something about a doctoral program. But I said, I thought the next thing was that we should offer was a master's program. And that's when we got permission to do the Masters in Urban Administration program.

When we started that I had a meeting with Bill Johnson, who was the head of the Urban League in Rochester. I had a meeting with him because I thought it would be useful to have a connection with them for our urban administration program. That was in 1977. Then in 1997, 20 years later, I happen to meet Bill Johnson [later Mayor of Rochester, 1994-2006]. He attended our church and I happened to meet him and he remembered me – Bill Andrews from Brockport. At that time he was going with a gal who was a Lutheran. He came here when we had a Norway week here in 1997. He came out for that with his girlfriend.

Let me say something about the calendar. Because very soon after I came here, Al Brown, appointed me to chair the calendar committee. We were supposed to review the calendar and see if we could improve on it. And Alex Cameron, who was vice president for administration at the time, had the idea of having a January term. So that's what we proposed, and that's what was adopted and I think it was one of the first if not the first January term.

Until that time, the fall semester began in September beginning early September and ended in early January. And then the spring semester ran from then until into May. And so we changed it so that the Fall semester began at the very beginning of September and ended before Christmas vacation. And then there were three weeks in January, when faculty members could offer a three credit course anywhere in the world. And students could take a course anywhere, and we got a number of special programs that were started as a result of that. And I guess we still go on that calendar, still have a winter session.

So you want me to talk a little bit about 1970. In 1970 I had been a department chair for three years. And in August, actually on my 40th birthday, August 5 1970, Al Brown asked me to become the Dean of Social Sciences. And actually, that's after the excitement is 1970.

Well, in May of 1970, they had the shooting at Kent State, and something else went on at the same time. So that caused some excitement on campus and the students took over Hartwell Hall. Al Brown had a meeting in Albany and the students showed up at his office as he was getting ready to leave. So he's loading his briefcase while the students are taking over his office. He called Gordon Allen, who was Vice-President, and turned it over to him and left for Albany. Larry Gostin, who was vice president of BSG [Brockport Student Government], took over Al's office. He's sitting in his chair, running the show.

And that evening, Bill Heyen had just published his first book called *Depth of Field*. Louisiana State Press published it and he was giving his first public reading in Lathrop Hall. And the Black students came through with their snake dance disrupted his first reading and upset the coffee urn and set off to raid the dormitories, which

Ed Cain [Political Science] was one of the faculty members who was helping to guard the dormitories from the black students. And so the next morning when I woke up thinking, I'll bet you that they're going to do something to the doors. My office was in Holmes at the time. And so I got up early and went to campus and I discovered somebody had stuck toothpicks in the key slots on the doors so that you couldn't use the key to get in. So I went around the building and I found a window that was open at the ground level. And I climbed in and called plant maintenance and they came over with a broken key extractor took out the toothpicks. And I don't think anybody ever knew about that.

Al Brown had given the Black students a house to use for their clubhouse. It was one of the things that he did in order to make the campus attractive to African American students. And the students responded to that kindness by setting fire to their house. And of course, it was easy to find out who had done it because they poured kerosene on the carpet in the dormitory room of one of their confederates. And so that we had 11 or 12 students, who were indicted. And Bill Rock organized a group of faculty members to post bail for these students. Each of us had a student that we posted bail for. And Bill Rock's student jumped bail, so he lost his money. So the rest of us all chipped in to cover his loss except Ike Sanbanmatsu who was in the Speech Department. He was an active union member but he would not chip in and Bill Rock never forgave him.

BL What was the connection of being a union member and not chipping in?

WA Well, Bill Rock was the head of the Union and Ike was an active member, so Bill felt Ike betrayed him by not participating in the bailout.

BL My Chair, Sig Synnestvedt, was very involved in it. I think we all contributed in Department or many of us did.

I remember Pat Haynes [Art Department], years later saying how betrayed she felt when she found out they burned their own house down?

WA Well, we went into Rochester, we went to the courthouse. In fact, we got our photograph in the Rochester paper when we showed up to post bail.

BL The head of BSG was Black and was later became a minister.

WA Lewis Stewart. He's a leader in the black minister group in Rochester. In fact I arranged for him to get recognition by the Alumni Association. He'd been a student of mine.

BL Is true that he tried to negotiate between the Black Student Organization and the administration.

WA I didn't know that, but that sounds like something he would have done. He's quite he's quite prominent in that community in Rochester - Lewis Stewart.

BL So how about holding exams?

WA When we had that uprising in 1970, the administration announced that faculty members did not need to hold final exams. Well, in fact, they didn't even have to meet their classes. Well, I was not going to follow that edict. I met with my classes. And I gave my final exams and nothing happened. So when I had a class meeting and was starting to do the usual thing and one of my students said, can't we talk about what's going on around here? I said, "Oh, yeah, okay. We can talk about that." Then he got up and left. And I'm thinking he wants to talk about what's going on here. And I say we can do it and then he leaves. Well, he came back in a few minutes with his roommate who hadn't come to class that day because he didn't want to have a regular class. So we talked about what was going on. Well, that was Terry Hooper, who later became the Human Resources Director at the College, and he's still working here in International Education. When I loaned books to students, I kept track in a blue book. I found that blue book a couple years go, and there was Terry Hooper still with a book. I still haven't been able to collect it.

BL How did students react to you holding classes and exam?

WA Well, I think I had pretty normal attendance. I think I did. I can't tell you for sure, but my recollection is that it was pretty normal.

BL I've heard it told that there were state police not far off campus who could have come on campus but that Al Brown would not permit them on campus.

WA I never saw any police. Actually, Brown went off to Albany.

Oh, then there was the incident where Al was taking the trash out one evening, and this car pulled up with two guys in it. And they had a gun and they ordered him to get into the car. He did get into the car, but he didn't stay there. He found out what they wanted. This kid wanted to be made a College vice president. And he wanted to have a State vehicle with a big decoration on it, New York State shield or something like that. So Al said it would have looked like one of the carriages of the Austro-Hungarian archdukes. He just got out of the car and walked away.

BL Wow. Because he was a former Marine combat. He was a marine.

WA Al Brown told me that his grandmother was sent by her family from Ireland to Canada when she was eight years old, with a five year old and a two year old to take care of and nobody to receive them at this at this end. So he came a long ways from that.

BL What a story. Can we talk a little bit about creating the School of Social Science and that period?

WA Well, nothing very exciting about it.

In 1970 Al asked me to become the Social Science Dean. And there were six Deans at the time and there was a lot of rivalry among us for budget. And one of the departments that was created at the time was African American Studies Department, which was another one of the things that Al did in order to be attractive to minority students. And I should say something about Sig Synnestevedt. Sig was a wonderful guy. He became the Chair of the History Department at the same time that I became the Chair of the Political Science Department, and he did a better job than I did in recruiting faculty. He doubled the size of his department in a year.

Well, this is kind of a personal story that doesn't have to do with the history of the college so you can leave it out if you don't like it, but his wife Nadine had a party for him for his 50th birthday.

BL Was that here?

WA No, at their house on Main Street. And Bob Potter, who became chair of the Sociology Department at the same time that Sig and I became chairs, was there and he proposed this toast, "mathematicians succeed by the time they're 18 or they never do, but historians improve the longer they last. And if they last long enough, they become part of their subject matter."

Sig and Nadine were playing bridge with Monika and me here in front of the fireplace and Sig had a pain in his leg and just couldn't get comfortable. And it turned out it was bone cancer. And he died young. He died in the bed in which he'd been born in Pennsylvania. He was a Swedenborgian

BL Yes, I went to his wife's funeral in that gigantic Swedenborgian home church outside Philadelphia. I have a memory of him in your house coming in his sailor's uniform around his 50th birthday. What a handsome guy.

WA Yeah, he was. He was a great guy. He was wonderful. A lot of us owe a lot to him.

He hired Felix Okoye. Well, Felix was an Igbo from Nigeria. And they were kind of a dominant ethnic group in Nigeria. They were proud ones and the leaders in the country and Felix, who was supposedly from a royal family, liked to play the part and he was very aggressive in promoting the cause of the African Americans. But he was not a very good department chair. He was hired to set up the department and he did, but then there was a lot of conflict in the Department. And Felix seemed to be in the center of it. This was while I was Dean.

So I decided that he just couldn't continue as chair. I talked to Michael Dei-Anang, who was a member of that Department. Michael had been Education Minister in the government of Ghana under Nkrumah and had gone with him to China, and when Nkrumah was overthrown he stayed there, and Michael went back to Ghana. When he got back to Ghana, he was arrested and taken right by his house and wasn't allowed to go in and say goodbye to his wife and he was taken to jail. And he was in jail in Ghana for a year. They were trying to find evidence that he was corrupt, but they couldn't find any because he wasn't corrupt. And so they released him and he left Ghana.

Years later, his son Kwame, who was a lawyer with the International Labor Organization in Geneva, had occasion to meet the police chief of Accra. And the police chief told him that the leaders of the coup that had overthrown Nkrumah planned to send a sharpshooter to the airport who was supposed to shoot Michael when he came off the airplane, and this police chief persuaded the cabal that had pulled off the coup to let him go to the airport and arrest Michael and take him to jail rather than shooting him. So, Michael had thought that this police chief was

his worst enemy because he arrested him and had taken him to jail, and he found out years later that he was his best friend.

BL Yes, instead Michael died tending his tomatoes in Brockport.

WA Yes. I remember he died during that 1978 French politics conference. I was sitting with Al Brown when Al got the message that Michael had died. He was at his funeral.

And so Michael really is the one who shaped the department and Michael was a very diplomatic guy. He was a professional diplomat. And he straightened out that Department. Yeah, he was a very good chair.

BL Was there another coup in Ghana that brought him back in favor, and that's when they sent the drums. Is there something of that sort? Because we got a great collection of Ghanaian drums. It may be a false memory but I remember the Ghanaian Ambassador coming to Brockport to present the drums in Hartwell Hall.

WA After he was released from jail, he went to England and then came to America. I don't think he was ever in trouble in Ghana. It was just that he had to leave at that time, but I don't think after, well, I don't really know that much about it.

Oh, when I called Felix into my office to tell him that I was removing him as chair he was furious. And he said he was going to leave Brockport he's going to stomp the dust of Brockport from his feet and never come back. And he stormed out my office and slammed the door and went down the hall, turned around, came back, chewed me out some more and left a second time and slammed the door behind him again.

But otherwise, he was very good. He was very friendly when I'd see him in town. He was always very friendly. We got along fine.

BL So you had to shape a School of Social Science within the structure of six Deans?

WA Six Deans. Oh, yeah. Well, I should say this about my term as administrator. When I came to Brockport, I had felt for a long time, that there were a lot of unprofessional decisions made in academia, that there were a lot of promotions that were made on the basis of friendship rather than on the basis of professional accomplishments and there were factions in departments and so on. We never had, and I think never have had since, factionalism in the Political Science Department; we've never had any real disruptive conflict in the Department.

So when I came here, I decided I was going to set up a system of personnel administration that would be based on objective standards. And so I used a kind of steps that faculty members would be expected to be active and productive in three areas, in teaching, in scholarship and in participating in the governance of the institution and that promotions and tenure and increments would be based on the success with which the faculty members accomplished those tasks.

So, I used as a beginner the doctoral dissertation. So, an instructor would be in a doctoral program having completed his or her coursework, but not having done a dissertation. In order to become an assistant professor, in the area of scholarship, he/she would have to have completed their degree. And then to become an associate professor they would have to have produced acceptable professional scholarship beyond the dissertation equivalent to what would go into a dissertation. And then the same thing for the promotion to full professor.

And then in teaching they would, as an instructor, teach in a course that had a number of sections where there was some kind of central direction. To become an assistant professor they

would be capable of doing acceptable teaching at the lower division courses and to become associate professor would have to be qualified and have performed successfully teaching at all levels. And full professors would have to be a pillar of the faculty in terms of teaching.

And then same thing with administration. Instructor would serve on a committee. Then chair a committee, do some administrative work at each level and then be a leader in the faculty to be full professor.

Well, a lot of the faculty didn't really appreciate being held to that kind of standard. I was accused of trying to create "Harvard on the Barge Canal". I tried conscientiously to apply those standards while I was Politics Department Chair and while I was Dean, but eventually I was not able to continue to do that.

BL Well, you were really changing remnants of a teacher college?

WA Well, what happened was the Brown - Andrews affair. Marcella McDonald came up for promotion or tenure. I think it was for tenure. I recommended against it. And her friends on the faculty appealed to Al Brown and he reversed my decision. So I resigned and he called me into his office. And he said to me that when you're a faculty member with tenure, and you get in trouble, you can keep your job. But me as President, if I make that kind of mistake, I lose my job. And so that's why he could overrule me. So I said, suppose that if I were to get in that situation, I would lose my job, then I would be in the same situation he was. So we agreed that I would sign an undated letter of resignation so that if I got in trouble, he could use that to fire me even though I had tenure.

Well, I forget how I did it, but I let the department chairs know somehow that I had that kind of arrangement. Well, that did not sit well with them. And so it caused a big stink about it and I had to back down and I didn't make an issue of it. And that was the end of my efforts to use those objective standards for evaluations.

BL Well, we've been going for an hour and a quarter so maybe we should call it a day for now and plan to meet again to discuss later developments.