Guide to the Oral History Project
Documenting Yale University

RU 1037

compiled by Daniel Hartwig

May 2008

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Collection Overview

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**CALL NUMBER:** RU 1037

**CREATOR:** Yale University. Department of Manuscripts and Archives

**TITLE:** Oral History Project Documenting Yale University

**DATES:** 2007–2009

**PHYSICAL DESCRIPTION:** 0.5 linear feet (1 box) and megabytes

**LANGUAGE:** English

**SUMMARY:** The materials consist of audio recordings and transcripts of oral histories conducted by Judith Schiff with Yale University affiliates. The materials document the administrations of Yale presidents Hanna Gray, A. Bartlett Giamatti, Benno Schmidt, Jr., Howard R. Lamar, and Richard C. Levin.

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Key to the container abbreviations used in the PDF finding aid:

- b. box
- f. folder

Administrative Information

**Conditions Governing Access**

Access to the materials are Closed until Jan 1, 2029. The portion relating to Richard C. Levin are closed for 35 years following the end of his administration.

**Conditions Governing Use**

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Preferred Citation

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Processing Information

Yale University records are arranged and described at the accession level by the creating office. The University Archives creates collection level descriptive records, but typically does no further arrangement and description at the accession level.

Scope and Contents

The materials consist of audio recordings and transcripts of oral histories conducted by Judith Schiff with Yale University affiliates. The materials document the administrations of Yale presidents Hanna Gray, A. Bartlett Giamatti, Benno Schmidt, Jr., Howard R. Lamar, and Richard C. Levin.

General note

Forms part of Yale Record Group 49 (YRG 49), Papers and projects on Yale.

Arrangement

The materials are arranged alphabetically by last name of interviewee.
Adams, Harry


Adams was appointed associate director of field work at the Divinity School in 1956 and served as associate professor of pastoral theology from 1960 until 1976 when he was appointed professor of pastoral theology. He was University Chaplain and Pastor of the Church of Christ in Yale, 1986-91. Adams also served as associate dean of the Divinity from 1965-86; several terms as acting director of the Institute of Sacred Music; Master of Trumbull College, 1987-1997; and Acting Master of Saybrook College, 1998-1999.

Harry Adams’s interview of fifty minutes covered Yale affairs from 1942 when he entered Yale as a freshman in the Class of 1945W through Howard Lamar's presidency. During Giamatti’s tenure Adams worked with John Wilkinson on the sensitive issues of Apartheid and divestment and felt that Giamatti overreacted. In general Adams felt that Giamatti was a poor manager. Adams describes how he was selected University Chaplain by Benno Schmidt in his first months as president. As chaplain he continued to play an important role between the administration and the students to defuse the Apartheid Shantytown situation on Beinecke Plaza. Adams comments on Giamatti’s and Schmidt’s management of labor issues. Adams assisted by meeting with the heads of both unions. Adams comments on Schmidt’s strengths: supporting the chaplaincy, alumni relations, labor relations, and fund raising. He described Lamar’s strengths in relating to the faculty and how he “calmed everything down. Adams also discusses the evolving religious diversity of the student body and the divinity school, services in Battell Chapel, and the first appointments of associate chaplains.

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**Transcript**

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Use copy
Altman, Sidney


Sterling Professor of Molecular, Cell and Developmental Biology, Professor Chemistry.

Sid Altman, born in Canada in 1939, graduated from MIT in 1960 and received a PhD in biophysics in 1967. He joined the biology faculty at Yale in 1971 and became a full professor in 1980. Altman served as department chair from 1983 to 1985 and as Dean of Yale College 1985-1989. He received the 1989 Nobel Prize for Chemistry, with Thomas R. Cech, for their discoveries concerning RNA, or ribonucleic acid. In July 1989, Altman returned to teaching.

Sid Altman’s interview of seventy-five minutes covered Yale affairs mainly from 1971 to 1993, with some comments on more recent history. He greatly admired President Brewster, but did not know much about Hanna Gray. Altman states that he earned President Giamatti’s approval when he served as chair of the Course of Study Committee of Yale College in the early 1980s and successfully instituted a new language requirement for graduation. In 1985, Altman declined Giamatti’s offer of the Yale College deanship at first, due to his research responsibilities, but finally accepted after Giamatti’s later appeals. Giamatti told Altman that he was only the second person he told that he was planning to resign the following year; and also stated that the college dean was “the number three person” on campus, following the provost. During the one year he worked with Giamatti, Altman said that their working relationship was very good. He felt that Schmidt was unprepared to be president and considered some of his actions illegal within Yale’s structure. Altman considered Donald Kagan unsuitable as Yale College Dean because of his lack of flexibility. Altman also commented his successful effort to have Yale eliminate the requirement to have applicants for research funds take a training program and pass an examination in accountancy, his recommendation for Maxine Singer to succeed Giamatti, the superb service of Associate Dean Martin Griffin, the pro-union activism of biology professor John Trinkaus, mathematics professor Serge Lang’s unsuccessful motion at a Yale faculty meeting to force Altman to resign, and his ability to keep up his laboratory research while serving as dean.

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Apter, David


Apter’s interview of seventy minutes covered Yale affairs from the 1960s through the 1990s. He described his early life in the Great Depression and his decision to drop out of high school at the beginning of World War II to join the Vermont Land Corps directed by Dorothy Thompson. After serving in the army he completed his education at Antioch and Princeton. Through his doctoral research in Africa he became one of the founders of African Studies relating to political science. Apter joined the faculty of the University of Chicago in the late 1950s, and stated that it remains his ideal of what a university should be. He was invited by Sargent Shriver to run what became the first Peace Corps Program which he did at his new position at Berkeley. He taught at Berkeley from 1961 to 1969, when he was invited to teach at Yale. He decided to teach at Yale due to Kingman Brewster’s plans to build up a “concillium” for comparative and international studies. Apter found Yale too departmentally centered and lacking academic imagination. Brewster had to balance his innovative plans with the alumni’s resistance to anything that would dilute the emphasis on the college. Apter said that Brewster understood how universities work, and that when he left there was a large void which Giamatti could not fill. He called Giamatti “tone deaf” in dealing with the unions and town gown relations, and that he had little interest in graduate studies. Giamatti’s best achievements were in improving relations with the alumni that were alienated by Brewster and in establishing the Whitney Humanities Center with Peter Brooks as its director. At first Apter was relieved when Schmidt became president, but that quickly changed with Schmidt’s new senior appointments, especially Donald Kagan. Apter described the deterioration in the faculty’s relations with Dean Kagan, the continuing effort to eliminate the sociology department in Levin’s administration, and Dean Richard Brodhead’s help in saving and enlarging the department. Apter believes that Richard Levin has “done a fantastic job,” and may be Yale’s best president. Summing up, Apter said that when he came to Yale it was not a great university like Chicago, or Berkeley or Columbia, but that today it is.

Closed until Jan 1, 2029.
Beinecke, William S.


Yale benefactor.

William S. Beinecke graduated from Yale College in 1936 and from the Columbia University Law School in 1940. In 1986, Yale awarded him an Honorary LLD degree. He served on the University Council 1963-68 (Executive Committee 1967-68), on the Committee on the Operational Uses of the Social Sciences concerning the founding of the School of Management, and on the Yale Corporation from 1971, until he reached the then mandatory retirement age. In 1999, his children established the William S. Beinecke a professorial Chair in Management Studies in his honor at the School of Management. When his daughter Frances was elected to the Corporation in 1995, they were the first father and daughter to serve.

Williams S. Beinecke’s interview of seventy-five minutes covered Yale affairs from the early 1960s to the present. He began with the donation of the Beinecke Rare Book and Manuscript Library by his father and uncles and his first volunteer service on a University Council committee for the Peabody Museum. Beinecke believed that Yale was “at a disadvantage compared with Harvard in not having a business school,” and worked to established the School of Management through his work on the founding committee, on the Corporation, and his personal support and advice. He was thrilled to be appointed to the Corporation at his 35th reunion. Beinecke recounted his successful opposition to Brewster’s proposal to name SOM the Faculty of Management Studies and Brewster’s selection of William H. Donaldson as Dean. Beinecke was on the small committee that invited Giamatti to be president. He cited the importance of the leadership role of the Senior Fellow on the Corporation, especially Richard Dilworth, no matter who was president. Beinecke explained why he established a scholarship fund for minority students in the law school and a professorship in the School of Engineering. Other topics included: fundraising; New Haven’s refusal to approve the building of new residential colleges; Seven Springs Farm; Benno Schmidt; and Beinecke’s great satisfaction in donating a watering system, a clubhouse, and other amenities for the Yale Golf Course. Above all, he felt that his greatest service to Yale was as a benefactor and adviser to the School of Management.

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Bell, Wendell

Yale Sociology Professor

Wendell Bell received a B.A. in 1948 from Fresno State College, and a Ph.D. in 1952 from the University of California, Los Angeles. After teaching at Northwestern and UCLA, he was appointed Lamont Lecturer at Yale 1962-63. Yale appointed him professor of sociology in 1963. He served as chair of the department 1965-69; Director, Comparative Sociology Training Program, 1969-77 (established a graduate program involving research abroad); Director of Undergraduate Studies, 1976-83 (reorganized undergraduate curriculum); Director of Graduate Studies, 1984-89 & 1994. In addition he helped establish the Yale Program, now Department, of African American Studies, served on its executive and advisory committees, and taught joint courses in its programs of study for many years.

Bell’s interview of seventy minutes covered Yale affairs from the 1960s through the 1990s. He decided to teach at Yale because the Yale sociologists were empiricists as he was. His first year he was on leave and after one year of teaching was appointed chairman of the department. They wanted him to build up the department, and he was able to increase the number of full professors from three to ten. Burton R. Clark and Kai Erikson were the first two he hired. He succeeded in funding many of the professors by working with other schools and departments to create joint appointments, e.g., Stan Wheeler in the law school and David Apter in political science. He was also able to hire junior faculty in comparative world area studies. Bell felt that Brewster really tried to improve Yale in a fair and open-minded way. Bell’s hiring policy worked well with Provost Charles Taylor; however Provost Hanna Gray was less flexible. Relating to the Brewster administration, Bell discussed his role in founding African American Studies at Yale and the Black Student Alliance at Yale (BSAY). For the Giamatti years, he commented mainly on the employee union strike and apartheid policies. The major topic covered for the Schmidt years was the consideration of the elimination of the sociology department, in particular College Dean Donald Kagan’s attitude toward sociology. Bell said that he liked Schmidt personally, but he made bad decisions. The appointment of Howard Lamar was like the coming of spring, that he listened and understood people and the wide range of disciplines at Yale. Levin, Bell said, completed the revolution that Brewster started. Other topics included coeducation, globalism, women sociologists, and futures studies.

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Berson, Jerome A.

Jerome Berson received a B.S. from City University of New York (City College in 1944 and a Ph.D. from Columbia University in 1949. After teaching at the University of Southern California and the University of Wisconsin, he was appointed to the Yale faculty in 1969. He served as chairman of the chemistry department from 1971 to 1974, and Director of the Division of the Physical Sciences and Engineering from 1983 to 1990.

Jerome Berson’s interview of seventy minutes covered Yale affairs from the 1970s to the present. Berson came to Yale in the midst of the student protest era and the start of coeducation. In 1971 he was appointed chairman of the chemistry department by Kingman Brewster. As the department had been neglected for years and the provost told him to cut the budget by fifteen percent, few graduate students could be recruited for some years. Brewster was not a fan of the sciences. They chemistry professors insisted that Hanna Gray visit the labs to understand their poor condition. She did not improve the department and eliminated the Department of the History of Science and Medicine. Berson commented on the policy of deferred maintenance that continued through the Gray, Giamatti, and Schmidt administrations. He had had no personal contact with Giamatti before he was appointed Director of the division of Physical Sciences and Engineering. Berson’s hope that some improvement in funding for the sciences would come of it, but there was no major change. He continued as director under Schmidt who appointed him to serve on a committee to investigate the status of buildings in the sciences and engineering, with a view to renovation or destruction, and listing new buildings that we needed. Some buildings were in gross disrepair. Schmidt understood what had to be done for the sciences but did not have the funds to do it. Berson turned down Schmidt’s offer to appoint him provost. Major topics discussed include: the opposition of the faculty of arts and sciences to Donald Kagan, Frank Turner’s report, and Schmidt; Berson’s chairmanship of the Committee on Governance under Schmidt; Corporation Senior Fellow Vernon Loucks’s request for advice on the search for a new president; Berson’s recommendation that faculty be represented on the search committee that was accepted by the Corporation; the more sincere effort of president Levin to improve the sciences at Yale; and his disapproval of the tendency of Yale and other universities to become a branch of industry, and in chemistry particularly a branch of the pharmaceutical industry.

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Bloom, Harold

Yale Professor of English and Humanities

Harold Bloom received his B.A. in 1951 from Cornell University and his Ph.D in 1956 from Yale. He began his teaching career at Yale in 1955 as an instructor in the English department and was promoted to assistant professor in 1960, to associate professor in 1963, and full professor in 1965. He was the William C. DeVane Professor of English, 1974 to 1977, when he was appointed professor of Humanities. Bloom is currently Sterling Professor of Humanities.

Harold Bloom’s interview of fifty minutes covered Yale affairs from 1977 to the present. Bloom held the DeVane Professorship for three years instead of the usual one-year appointment with a once-a-week lecture. In 1977, he refused to return to teaching in the English department and asked his “old friend” Hanna Gray, the acting president and provost, to appoint him university professor. She told him that although the Corporation had voted against university appointments, she would tell the Corporation that she would proceed to make the appointment. Bloom has continued to be the only faculty member to hold a university appointment. He commented that Hanna Gray was “very disappointed that Bart was chosen president.” In regard to Bart Giamatti, Bloom said that he was a close friend and that he had known him for thirty years, since Giamatti’s undergraduate days. Also, Bloom said that they were “each other’s closest friends for the last twenty of those thirty years.” He described in detail Giamatti’s great ambition to be president, the “terrible” effect that the Yale union strike had on him, the president’s growing bitterness and anger to the point that he “did not like the job at all the last few years,” and feeling of relief when he resigned. Bloom highly praised Howard Lamar’s abilities as professor and president. He said that he got to know Benno Schmidt and his family well; and that he was a good president, but “absolutely unappreciated.” In discussing Richard Levin, Bloom stated that he was “admirable in every way,” “unflappable,” and the “greatest president Yale has had” during his time here. Other subjects commented on include: Donald Kagan as a “disastrous dean”; provost Abe Goldstein’s controversial resignation; the improvement in the academic ability of undergraduate admissions: Maxine Singer and Jonathan Spence as candidates for president of Yale; Robert Thompson, Master of Timothy Dwight College; and Bloom’s belief that the increase in faculty needed to teach two additional undergraduate colleges will weaken its quality.

Closed until Jan 1, 2029.
Blum, John M.

Sterling Professor of History

Blum was educated at Harvard, receiving a BA in 1943 and a PhD in history in 1950. He taught history at MIT from 1948 to 1957, when he was appointed professor of history at Yale. He served as Farnam Professor 1966-1972, Woodward Professor 1972-1981, and Sterling Professor 1981-1991. In 1986 he was awarded the DeVane Medal. He retired in 1991 and was appointed Sterling Professor Emeritus. Blum served as chairman of the history department in the 1960s and 1980s and as Acting Director of the University Library, 1968-1969.

John Blum’s interview of eighty minutes covered Yale affairs from 1957 when he was appointed professor of history through Howard Lamar’s presidency. When Kingman Brewster asked Blum to be his provost, Blum declined and recommended Hanna Gray for the appointment. He stated that Yale should not have asked her to continue to serve as provost while she was acting president. It was too great a burden. Gray appointed him to a humanities committee to recruit more women and African American faculty, but he judged that she was reluctant to solve the problem. The committee offered practical solutions, but Gray tabled the report. Blum compared her managerial style with Brewster’s. Blum described in detail his involvement with the Yale presidential search committee that selected Bart Giamatti. Blum was a personal friend of Giamatti, and both were ardent baseball fans. Blum participated in the meeting that awarded tenure to Giamatti. He described Giamatti’s growing dissatisfaction with his work as president, his remoteness, and his growing feelings of paranoia in dealing with the Yale strike situation. Blum also discussed the disturbing role of Henry Broude as the president's adviser. Blum stated that Brewster was a great crisis manager while Gray, Giamatti and Schmidt were not. In commenting on Abe Goldstein’s position as provost under Giamatti, he stated that the real reason for the breach in their relationship was that Giamatti’s main interest was undergraduate education, while Goldstein’s was professional education. Other topics covered include the committee on energy policy, apartheid, student unrest. Blum knew Benno Schmidt as an undergraduate and law student. When Schmidt became president Blum recommended that he replace the Yale College Dean, not select Nordhaus as provost, and dismiss Henry Broude, but Schmidt did not heed his advice. Blum commented that Schmidt’s style was to ask for advice, but not to follow it; that he was his own worst enemy, and that he was obtuse. This was particularly manifested in his selection of Kagan as College Dean and Turner as Provost.

Closed until Jan 1, 2029.
Brainard, William

Provost, 1981-1986, Professor of Economics

William Brainard received the degrees of BA in 1957 from Oberlin College and PhD in 1963 from Yale. Starting as an assistant in the economics department in 1959, he became a full professor in 1969. He served twice as director of Yale’s Cowles Foundation for Research in Economics and chaired the economics department. From 1981-86, he served as provost of the university. A Yale conference was held in his honor in 2001.

William Brainard’s interview of 115 minutes covered Yale affairs from the 1970s to the present. When Hanna Gray was appointed provost in 1974, President Brewster appointed Brainard to two administrative positions, to report on union negotiations; and to serve as economic advisor to the provost and serve on the budget committee. Brainard considered Gray to be very experienced in most academic matters, except the current financial situation of the university; and a good judge of people which enabled her to make excellent appointments. He stated that “a lot of the reputation of a president” depends on the circumstances, rather than how they are handled. Gray became provost in the middle of a labor dispute that affected her popularity. The budgetary constraints extended into her presidency, producing negative opinions in some of the faculty. Brainard got to know Giamatti when they both served on the budget committee. His opinion was favorable, but he did not think of him “as a natural for president.” Later he came to greatly admire Giamatti’s “personal qualities” and felt that he did an excellent job in “maintaining focus on the academic mission in such a difficult financial time.” He also described Giamatti as decisive, often emotional, and quick to make decisions that were occasionally regrettable. Brainard said that he never “felt tension over an issue” with Giamatti. A major “restructuring” in the early years of Giamatti’s administration led to a diminishing of the president’s discretionary powers to create and reallocate faculty positions and undertake new initiatives. Due to extensive consultation with the faculty this restructuring was accepted by the faculty, unlike the unacceptable restructuring policies of Benno Schmidt and Frank Turner. Brainard felt that there is more room to be “expansionary” in the current administration. Additional major subjects discussed include: Richard Cooper’s service as provost (1972-74); Abraham Goldstein’s brief tenure as provost; Georges May as provost; the role of Henry Broude as presidential advisor; the 1984 employee union strike; Yale’s divestment policy; Giamatti’s dominant relations with the Corporation Fellows and their policy changes under Benno Schmidt; Richard Dilworth, John Madden, and Maxine Singer as outstanding Corporation Fellows, South African Divestment; Cyrus Vance’s role in the selection of President Schmidt; Benno Schmidt’s poor judgment and lack of information on important issues; and some statements on Richard Levin’s experience before he was president and the current administration.

Closed until Jan 1, 2029.
Burrow, Gerard
Yale Medical School Dean, 1992-1997

Burrow received his B.A. degree from Brown University in 1954 and his M.D. from Yale in 1958. He remained at Yale as a resident, post-doc, instructor, and assistant and associate professor. In 1975-76, he was a full professor in the medical school. A renowned endocrinologist, he was professor and physician-in-chief at the Toronto General Hospital in the late 1970s and 1980s. Prior to his appointment as Dean of the Yale Medical School he served as dean and vice chancellor at the University of California at San Diego. He led the Yale medical school through a difficult period of transition and succeeded in promoting science and education with reduced external support. After his retirement he served as special advisor to President Levin for health affairs. His is the author of a history of the medical school published in 2002.

Jerry Burrow’s interview of one hour covered Yale affairs from the 1960s through the 1990s. He met Bart Giamatti prior to his appointment as president when they served on the board of the New Haven Ballet and discussed setting up a seminar to improve the writing of medical papers. Burrow praised the work of Robert Berliner as dean of the medical school in the 1970s and 1980s. In regard to Benno Schmidt, Burrow described his dismay when in the midst of his appointment process, he was notified that Schmidt had suddenly resigned. In contrast, he said that Howard Lamar was very supportive. During Lamar’s presidency he had helpful meetings with Richard Levin who was then dean of the graduate school. They discussed the intersection of the science curriculum in the medical and graduate schools. In the first part of Levin’s presidency it was difficult for Burrow to get a firm commitment on the construction of the Anylan Building. Since Maxine Singer left the Corporation in 1990, there was no one interested in science on the board. Burrow described how he had to work to promote flexibility and technology transfer at Yale in contrast to San Diego. Other topics covered include: his advocacy of women and minorities as students and faculty; the ban on seeking donations from college donors; medical work for the community; the medical school’s relationship with the school of public health; maintaining a balance between basic research and teaching; the difficulty in promoting faculty who specialize in teaching; his dedication to preserving the “Yale system” of liberal education in the medical school; and the challenge of dealing with the high visibility of the medical school in the university.

Closed until Jan 1, 2029.
Calabresi, Guido
Yale Law School Dean, 1985-1994

Guido Calabresi received a B.S., from Yale in 1953, a B.A. from Oxford in 1955, an LL.B. from Yale in 1958, and an M.A. from Oxford in 1959. He was appointed to the faculty of the Yale Law School in 1959 and became a full professor in 1962 at the age of twenty-nine. Calabresi served as Dean of the law school from 1985-1994. In 1994, he was appointed a Federal Judge on the U.S. Second Circuit Court of Appeals.

Guido Calabresi’s interview of sixty-five minutes covered Yale activities from the 1950s through the Giamatti administration. A future interview will begin with the Schmidt administration. The son of a Yale medical school professor, Calabresi described himself as a “faculty brat.” After graduating from Yale in 1953, he went to Oxford as a Rhodes Scholar, and after completing law studies clerked with Supreme Court Justice Black. In 1962, he became the youngest full professor in the history of the law school. President Clinton appointed him a judge in the Second Circuit Court in 1994, and he has continued to teach almost full time while serving. When President Giamatti selected him as dean of the law school in 1985, he told Calabresi that he was the only candidate both he and the faculty could agree on. Calabresi remarked that Giamatti was known for not selecting strong deans because he wanted to do everything himself. But when he selected Calabresi, Sid Altman for dean of the college, and Lee Rosenberg dean of the medical school, he felt that he should have known that the president was planning to resign. Calabresi characterized Giamatti as wise, conservative, knowing that he could do everything, and “not trusting a single other person to do it.” Reflecting back, Calabresi said that President Griswold ran Yale through friendships, and that President Brewster followed suit, in a dramatic way, but maybe did less. Brewster was not an administrator and survived by spending money. Provost Gray tried to keep things under control. Still, Brewster was a great president for his time, but he stayed in office too long. Commenting on Hanna Gray, Calabresi said that she was blamed on the financial difficulties, and that Yale was not ready for a woman president who was half-Jewish, although she was “absolutely superb.” He reviewed the choice of the presidential search committee that led to the selection of Giamatti. Calabresi thought that Giamatti was in many ways the right president for the times in that “reviewed every penny.” In regard to the Abe Goldstein affair, Calabresi felt that if he had not resigned as provost they would not have lasted together in any case, Goldstein’s replacement Bill Brainard was in Calabresi’s opinion “perfection.” Still, getting in shape financially by cutting back would ultimately destroy Yale; no one could do anything new. Even in the law school where Dean Harry Wellington did an “amazing job” getting funds, by the time Calabresi became dean the law school had slipped to fourteenth in salaries among the top twenty law schools. Calabresi described his role in selecting John Wilkinson as head of the Hopkins School, and then his endorsement of Wilkinson as Secretary of Yale. Wilkinson was the only one who could try to advise Giamatti to “back off on some thing.” On the union strike, Calabresi said that Giamatti had tried to do more for the members than any president before, and that made him feel offended and angry at their unsympathetic attitude. He didn’t understand the politics of strikes and took everything personally. In regard to Henry Broude, Calabresi said that he was “essential to Bart’s administration” and was an excellent go-between although some people resented it, especially in the college. In retrospect, Calabresi remarked that it is rather sad that Brewster, Gray, and Giamatti have not received credit for their accomplishments as presidents. Giamatti was, in balance, a great president and “the most articulate human being ever.”

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Dahl, Robert
Sterling Professor, Political Science


Robert Dahl’s interview of thirty-five minutes covered Yale affairs generally from 1946 through 1993. He commented on the influence of three committee reports he chaired during President Brewster’s administration: the Report on Policies and Procedures on Tenure Appointments in 1965, the Report of the Study Group on Yale College in 1972, and the Report on the Status of Minority Students in Yale College in 1977. He felt that the last report significantly increased the number of minority students and was of special interest because African Americans contributed to the report. Most of Dahl’s administrative work was for Brewster and he greatly admired his skills in dealing with the faculty. Dahl also described Hanna Gray’s expertise in her relations with the faculty. He didn’t know that Bart Giamatti was a “top candidate” for the presidency and was surprised to learn of his appointment. Dahl commented on Giamatti’s “good negotiating skills.” In his relationships with the city of New Haven however, Dahl said that Giamatti lacked “basic political skills.” Dahl retired just before the mandatory retirement policy was abolished in the mid-1980s, and taught only occasionally afterward. In reviewing Yale’s policies, he stressed the important step in adopting coeducation and the vital interdependence of Yale and New Haven. Dahl described the growth of the political science department from “second rank” into “top rank”; and felt that he contributed to it especially when was chairman of the department.

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Daly, Radley H.

Rad Daly graduated from Yale College in 1949 and spent the early years of his career as an executive with Pepperidge Farm Bakery. He was appointed Business Manager of the Yale University Libraries in 1968 and held a number of key administrative posts mainly in the provost’s and secretary’s offices including: 1968/1969 “Business Manager, University Libraries; 1971/1972 “Associate Librarian Administration; 1975/1976 “Associate Provost for Personnel under Hanna Gray; 1980/1 “Director Administrative Services; 1986/1987 “Director Administrative Services and Associate Secretary under John Wilkinson; 1989/1990 “Associate Secretary under Sheila Wellington; 1991/1992 “Deputy Secretary and Marshal; and 1998/1999 “Retired University Marshal and Deputy Secretary. In 1999 he wrote for his 50th reunion book: “It’s been great to be part of the scene in a period when such extraordinary challenges were given and such successful results achieved. I’m enormously grateful for the opportunity to stay on in retirement with an office in Woodbridge hall as a volunteer working on the program for the tercentennial celebrations.”

Rad Daly’s interview of forty-five minutes covered Yale affairs from 1968 through the 1990s. He described his interest in working for Yale after Campbell Soup took over Pepperidge Farm. In 1968, Yale hired him to manage the Yale University Library after James Tanis, the University Librarian was fired. Daly enjoyed working for Hanna Gray as associate provost for personnel and observed that she was “terribly resentful” when she was not selected president. Daly became acquainted with Bart Giamatti before he served as president when he asked Giamatti to write a history of Scroll and Key. Under Hanna Gray and Giamatti, Daly worked on labor relations and affirmative action matters. In regard to the unionization of Yale’s clerical workers, Daly said that although his advisers recommended that the voting be held as soon as possible following the filing of a petition to keep the vote low in favor of unionizing, Giamatti insisted on waiting until after commencement and the union won. Daly briefly discussed Benno Schmidt and his absences from New Haven; and he praised the acting service of Howard Lamar as president. He ended the interview talking about his work as University Marshal that focused mainly on University Commencement protocol, and the many areas of the university he worked for, including brief stints as acting director of the Peabody Museum and Audio-Visual Services.

Closed until Jan 1, 2029.
David, Worth
Yale Dean of Undergraduate Admissions, 1972-1992

Worth David graduated from Yale College in 1956, received an M.S. in Mathematics from Wesleyan University in 1965, and a Certificate of Advanced Study in Educational Administration from Harvard in 1968. He was a teacher and Director of Studies at Suffield Academy (1956-66) and Principal of Clayton High School, a public school in Missouri (1968-72), before he was appointed Dean of Undergraduate Admissions at Yale (1972-92). From 1991-1996 he served as Acting Master and Master of Branford College.

Worth David’s interview of eighty-two minutes covered Yale affairs from 1972-1992. He described his appointment as Dean of Undergraduate Admissions in 1972 by President Brewster who mentored him in the new admissions policies. Brewster was not happy with the policy on women that required that 1000 men be enrolled before women could be admitted. This meant that only about 250 women could be admitted. In 1977 the quota was removed, with the help of Fred Rose, Chairman of the Association of Yale Alumni (AYA). At the same time, a Director of Minority Recruitment was hired to increase the number of African American students. David made a major change in the admissions process starting with the Class of 1978, by requiring greater faculty participation and giving up “blue chips,” the dean’s privilege to admit a student at his discretion. In her short tenure, Hanna Gray did not consider that admissions required her special attention. Although President Giamatti decided to have the Dean of Undergraduate Admissions report to the Dean of Yale College instead of the president, he remained close to the admissions staff and work. Giamatti’s main contribution to admissions was his “ability to energize everyone involved.” He took an active interest in minority recruitment and tried, although unsuccessfully, to control athletic recruitment. Other topics discussed include: the declining number of potential applicants in the late 1970s, the use of recruitment strategies, dealing with the perception of the Yale-New Haven community as a crime center, the effect of strikes on admission and Giamatti’s inability to negotiate with them, the positive role of Henry Broude in presidential administration, and the small amount of litigation in admissions issues. David described Yale College Dean Altman’s greater participation in admissions due to Benno Schmidt’s lack of interest in the process; and that Dean Kagan spent very little time on admissions. In the spring of 1991, Schmidt reversed an admissions decision. David did not want to work for a president who would change a decision and resigned at the end of the year. He returned temporarily in February 1992 when the interim dean went on maternity leave. David continued to serve as Master of Branford College under presidents Lamar and Levin, and served on several committees. In conclusion, David stressed the importance of increasing the number of women and African American staff in admissions, and how he successful shifted the focus of the selection process from discrete decisions to building a class.

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Diers, Donna

Donna Diers received a BS in Nursing from the University of Denver in 1960 and a Master of Science in Nursing from Yale in 1964. At Yale she served as Instructor, Psychiatric Nursing, 1964-1967; Assistant Professor, Nursing, 1967 â€“ 1970; Associate Professor, Nursing, 1970 â€“ 1979; Dean, School of Nursing, 1972 â€“ 1984; Professor, Nursing, 1979 -2002, and Emeritus since 2002.

In her 90-minute interview, Diers included the Brewster years as she was appointed dean of the nursing school in 1972. She commented extensively on: gender-class issues at Yale; the challenges of dealing with eight provosts; the role of Mory’s as a male faculty club and the appointment of the first four women to Mory’s board of directors; Bart Giamatti’s managerial capabilities; the Yale midwifery program; the controversial birth center sponsored by the nursing school that was closed by Giamatti; her service on the honorary degree committee; the 1980 school re-accreditation under Giamatti; and counseling undergraduate women on nursing as a career. Long range issues concerning the nursing school that were discussed include: the struggle to establish a doctoral program; promoting the nurse practitioner and nurse midwifery programs; federal funding; and considerations by the university administration to close down the school.

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Flink, Stanley E.

Former Director of Yale Public Affairs.

Stanley Flink, Yale B.A. 1945W, served at Yale as Director, Public Information and Alumni Communications, 1973-1978; and Director, University Communications, 1978-1979. Before working at Yale he was a writer and editor for Time/Life, for television, and for the BBC. He is a lecturer in political science at Yale, regularly teaches a Yale course “Ethics and the Media”, and is the author of *Sentinel Under Siege: The Triumphs and Troubles of America’s Free Press*, 1997. In 1994, he was awarded the Yale Medal.

Stanley Flink’s interview of two hours covered Yale affairs from the 1970s through 2007. In 1972, Kingman Brewster invited Flink to direct and develop the Yale News Bureau into a world-class organization, as the university was launching the Yale Campaign to raise $375 million. Flink transformed the single-sheet, scroll calendar into a tabloid newspaper, the Yale Bulletin. He described the period of the 70s as “rebuilding Yale’s standing and reputation.” Flink greatly admired Brewster’s diversification of Yale in the face of great opposition. He knew Hanna Gray well and met with her daily. Flink recalled their meeting just after Richard Dilworth informed her that they would not offer the presidency to her because Yale was “not ready for a woman.” Flink became acquainted with Giamatti first when he was an advisor to the Office of Public Information. After he became president, Flink saw him regularly, traveled with him, and had frequent opportunities to observe his managerial style and temperament. Major aspects of Giamatti discussed include: his inability to delegate, his impatience, and his quick temper that led Flink to resign his position in 1979. They remained friends, however, and Giamatti’s last interview before his death, about baseball, was with Flink. He returned to Yale in 1997, to teach a seminar in political science and has continued to teach it. Flink enjoyed a good personal relationship with Benno Schmidt. He stated that he thought that Schmidt “has been maligned,” but also felt that Schmidt didn’t have the patience to deal with Yale’s “built-in layers of problems.” Other important topics covered include: the responsibility of the Yale union and the press in forcing Provost Abe Goldstein’s resignation, Robert Brustein’s resignation as dean of the drama school, a comparison of Brewster’s, Giamatti’s, and Schmidt’s managerial styles; and the Yale Corporation’s appreciation of Hanna Gray’s statement in Flink’s filmed interview that “Yale is such a strong place and has such talent and such good people around that you might not even notice if they didn’t have a president.”

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Foltz, William J.
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Franke, Richard J.


Richard J. Franke graduated from Yale College in 1953 and from the Harvard University Business School in 1957. In 2001, Yale awarded him an Honorary Doctor of Humane Letters degree. He served as Chairman and CEO of John Nuveen & Co. before serving on the Yale Corporation. Widely recognized for his philanthropic work, Franke founded the Chicago Humanities Festival and was awarded the National Humanities Medal by President Clinton. The Franke Lectures at Yale were donated by Richard and Barbara Franke to present important topics in the humanities. In 1995 he matched all outright gifts between five and $50 thousand designated for the renovation of Sterling Memorial Library, and a total of $3.3 million qualified for the match. The Franke Periodical Reading Room is named in honor of Mr. and Mrs. Franke.

Richard J. Franke’s interview of 105 minutes covered Yale affairs from the 1950s to the present. He began with a candid discussion of the social and initial intellectual gap between the prep and public school freshmen when he came to Yale in 1949. At first the public school boys felt like second-class students he said, but by the spring term they began to catch up. After graduating in 1953, Franke served in the army, and then went to work for Nuveen in Chicago. He remained there for forty-one years, except for the time he attended the Harvard Business School. Franke stressed the importance of an education in the humanities in the business field. In 1983, he attended his first Yale reunion. He said that he felt so strongly that his Yale education had changed his life that he decided to donate his first million dollars to the university. Franke surprised President Giamatti with his unexpected gift that carried only the stipulation that it be used for the humanities. His gift established the Franke Scholars program. As a Corporation Fellow he urged the Yale presidents to testify for federal funds for the humanities. He had the best results with President Levin. Franke was asked to serve on the Corporation by Benno Schmidt. He liked Schmidt, but felt that he could deal with people better one-on one than in groups. This in addition for his poor preparation for the presidency, an inability to listen well, and the times led to his inability to perform successfully in office. Franke, José Cabranes, and Henry Schacht became Fellows about the same time and were deeply involved in the decision-making to retain university schools that were considered for closing. Life terms had just been eliminated, and Franke was the first to serve two six-year terms. Schmidt asked Franke to take over the finance and investment committees formerly chaired by Jake Madden, but Franke wanted to wait a year to gain some experience. As a result Schmidt asked other people who were not knowledgeable. Franke then arranged for Schacht to take charge of finance and he took investments. Other major topics covered include: that a good president must be able to adjust his or her style to dealing with up cycles and down cycles; the difficult situations Secretary Sheila Wellington and especially Provost Frank Turner had to deal with; the difficult situations Secretary Sheila Wellington and especially Provost Frank Turner had to deal with due to Schmidt’s actions; that Howard Lamar was an excellent choice for president; a detailed account of his work on the search committee for the selection of President Levin; the improved business management of Yale; the renovation of the library; and President Levin’s ability to “handle a multitude of issues and be able to prioritize them.” Above all, Franke felt that his greatest service to Yale was working with Rick Levin as Senior Fellow of the Corporation.

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Galston, Arthur

Arthur William Galston received the following degrees: 1940, B.S., Cornell University; 1942, M.S., 1943, Ph.D, University of Illinois; 1955, M.A. (Hon.), Yale University. He was first appointed to Yale as a botany instructor in 1946 and left at the end of the spring term due to the low salary. He then taught at Cal Tech for nine years. In 1955 he returned to Yale as professor of plant physiology in the botany department. In 1960 he was appointed professor of the newly organized biology department. He has also served as chairman of the department (1985-1988), director of the Marsh Botanical Gardens, Director, Division of the Biological Sciences (1966-1967), and for twelve years taught Residential College Seminars in bioethics. After his retirement in 1990, he became Eaton Professor us of Botany in the Department of Molecular, Cellular & Developmental Biology and professor emeritus in the School of Forestry and Environmental Studies.

Galston’s interview of 73 minutes covered Yale affairs from 1946 to the present and the evolving importance of science at Yale post-World War II to the end of the century. As he was not interviewed for the Griswold-Brewster Oral History Project, he provided important documentation on that era as well. Galston played a key role in the reorganization of the botany and zoology departments into the biology department and related departments in 1961-1962. As chair of the Yale College Course of Study Committee he proposed to discontinue ROTC on the grounds that Yale could not control the faculty or course of study. Galston describes his work on important Yale committees, e.g., chairing the committee to select the new dean of forestry, John Gordon. He lobbied for a course of study that would combine science with other areas of study that was instituted but dropped by Dean Horace Taft. Galston describes his service role at Timothy Dwight College during the Black Panther Affair. He provides substantive examples of anti-Semitism at Yale and the early appointments of Jews and African Americans to the faculty. He also describes his interest in jazz, and his nomination of Duke Ellington for an honorary degree. There is extensive discussion of Galston’s institution of the first course at Yale in bioethics, in Yale College, the establishment of the Yale Interdisciplinary Center for Bioethics at Yale, and the development of Yale biology into global center.

Closed until Jan 1, 2029.
Gray, Charles M.

Yale History Lecturer and Law Research Associate, 1974-78; husband of Hanna Gray.

Charles M. Gray, a legal historian received a B.A. degree in 1949 and a PhD in 1956 from Harvard. There he met and married a fellow graduate student, Hanna Holborn Gray. After teaching at MIT for four years, he joined and received tenure in the history department at the University of Chicago. Gray came to Yale in 1974 when Hanna was appointed provost and held appointments as Lecturer in history and Research Associate in law. He returned to teaching at the University of Chicago when Hanna Gray was appointed its president and is currently professor emeritus of British Legal History.

Charles M. Gray’s interview of twenty minutes mainly covered Yale affairs from 1974-78, while his wife Hanna Holborn Gray served as the first woman provost and the first woman president (acting) of the university. He taught two courses in the Law School, in the classics from Fortescue to Blackstone and "The Natural Law of Tradition." Gray stated that he enjoyed the ceremonial and social duties required of a president’s spouse. He commented on the advantage that Yale had over other universities, with university officers living near each other on Hillhouse Avenue that encouraged the development of close informal friendships. Charles Gray stated that he was glad that the University of Chicago offered the presidency to his wife early in the year she served as Acting President, and that she accepted it, because he felt that Chicago was more his home.

Closed until Jan 1, 2029.
Gray, Hanna Holborn

University President, 1977-78; Yale Provost, 1974-1978; History professor.

Hanna Holborn Gray received a B.A. from Bryn Mawr College in 1950 and a Ph.D. from Harvard University in 1957. After teaching history at the University of Chicago, in 1972 she was appointed Dean of the College of Arts and Sciences at Northwestern. She served as Successor Trustee of the Yale Corporation from 1971 to 1974, when she resigned to become the first woman Provost of Yale, and Professor of History. In 1977-78, she served as Acting President of Yale. Gray was then appointed President of the University of Chicago, the first woman to serve as the chief executive of a major coeducational university. She retired in 1993 and became professor emeritus. In 2007 she served as Chairman of the Board of the Howard Hughes Medical Institute.

Hanna Gray’s interview of 75 minutes covered Yale affairs mainly in the 1970s when she served as Provost and President of Yale. In 1971, she and Marian Wright Edelman were the first women to join the Yale Corporation. She recalled her first meeting with President Kingman Brewster at an international conference in Bellagio in about 1968 on the crisis in the colleges. He asked her opinion on a plan he was considering to bring Vassar College to Yale. Gray was against it, stating that the women would be “second-class citizens” at Yale. This led to his invitation to her to serve on the Yale Corporation. Gray was the first person to serve who did not have a Yale degree, but she was considered part of the Yale family as her father, Hajo Holborn had been a history professor. She generally described her experiences on the Corporation and how welcoming John Hay Whitney was. Gray was completely surprised when Brewster asked her to be provost, and she served another year on the Corporation to learn more about the position before taking office. Brewster liked to work with the provost in a partnership, rather than hierarchical way. She remarked on his great intelligence, sense of humor, and wide interests. Her relationship with Brewster, and Secretary Sam Chauncey was informal. This was reinforced by the neighborly social life on Hillhouse Avenue, when most of the chief administrators lived there, or nearby on Trumbull Street. She discussed the tension that developed when the budgetary authority was transferred from the Treasurer’s Office to the Provost; the early consideration of information technology; the triumvirate of the provost and the deans of the college and graduate school; and Brewster’s refusal to use the term vice president, which he considered too corporate. When she served as president, Gray was also provost and had no deputy provost to assist her, as he left to become president of Colgate University. The first half of the academic year was taken up with the strike of the blue collar workers. She did not expect to be asked to continue to serve as president, because although Brewster was admired, it was time to seek a new type of leadership and she was associated with Brewster. In November 1977 she was asked to become president of the University of Chicago. She felt that if she served as president of Yale, the main issues would be women’s issues, while gender was not an issue at Chicago. Gray became acquainted with Bart Giamatti when they both taught Directed Studies. During the spring of 1978, she tried to pass on her knowledge about various issues to him. Gray called it an era of good feeling with a new president, a clearer future, and the strike over. She felt that she learned many things at Yale that helped in her service at Chicago. Looking back, Gray preferred the University of Chicago with its emphasis on the university, graduate studies, and the integration of studies with the college.

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Hackman, Judith

Judith Hackman has held administrative posts at Yale since 1971 when she joined the Office of Institutional Research. She served as its director for five years. In 1987 she was appointed Associate Dean of Yale College. From 1995 to 1998 she was the Director of Corporate and Foundation Relations and Assistant to the Provost for three years. In the Graduate School she has served as director of the Teaching Fellows program and Dean of Assessment. She also served as Dean of Administrative Affairs. She earned an undergraduate degree at the University of Illinois, a master's degree in educational research at Southern Connecticut State College, and a doctorate from the University of Michigan.

Judith Hackman’s interview of sixty-one minutes covered Yale affairs from the 1970s to 2007. She came to Yale in 1966 with her husband Richard Hackman when he was appointed to the psychology faculty. Her first position was in the Office of Institutional Research, and she described the types of studies they have done over the years, more currently race and gender studies. Hackman had little contact with Brewster, some contact with Hanna Gray, little with Giamatti and Schmidt, and a great deal of contact with Howard Lamar. She has had a moderate amount of contact with President Levin, mainly working on accreditation. Since 1979, Hackman has worked on and more recently directed Yale’s reaccreditation studies and reports required every ten years. For Benno Schmidt she worked on a study with General Counsel Dorothy Robinson on the new law on retirement age. He also invited her to serve as Dean of Administrative Affairs. Hackman especially noted Levin’s great energy and ability to focus on important things and described him as a wonderful president. Subjects discussed include: the expansion of the administrative offices and systems in more recent years, Donald Kagan, Worth David, Charles Pagnam, the growing complexity of duties of the associate deans, grants, fundraising, the Teaching Fellows Program in the Graduate School, African American students and faculty.

Closed until Jan 1, 2029.
Holcombe, Terry
Former Yale Vice President for Development and Alumni Affairs, 1982-1998.

From 1964 to 1972 Holcombe was Executive director of ACCION, a private micro loan development program in Latin America and in 1974-1976 served as vice president of Whittier College. He was Executive director of The Campaign for Yale 1976-1979; and Vice president for university development and alumni relations at Columbia University 1979-1981. Holcombe returned to Yale in 1981 as the University’s first Vice President for Development and Alumni Affairs. He was responsible for all development activities, including the Alumni Fund, the Association of Yale Alumni, Alumni Records and other alumni relations activities. Holcombe planned and directed the $1.7 billion capital campaign completed by Yale in 1998. He holds a 1957 BA and an honorary MA from Yale University and a MA from the Fletcher School of Law and Diplomacy at Tufts University.

Terry Holcombe’s interview of sixty-five minutes covered Yale affairs from 1976-1998. He worked for six presidents and stated that “each one of them seemed to be particularly appropriate to his or her time.” While serving as vice president of Whittier College, Yale recruited him to work on the Campaign for Yale which was at its mid-point considered a failure. In a short time he became the executive director of the campaign and raised the expected $370 million. From 1976-1979, Yale fundraising was professionalized from a volunteer effort. Holcombe said that Giamatti was the most fun to work with president, adding that a sense of humor is needed to work at Yale to keep things in perspective. Giamatti was disappointed when Holcombe left to direct a capital campaign at Columbia and asked him to return in 1981. He accepted when his position was elevated to Vice President for Development and Alumni Affairs. Holcombe discussed the communal atmosphere of Hillhouse Avenue when most officers lived there. Major topics discussed include: the creation of the Association of Yale Alumni; the incorporation of alumni fundraising into the Development Office; Giamatti’s lack of administrative skill in not delegating authority to others; Giamatti’s skill in unifying the alumni and faculty after the disruptions of the Brewster era; Schmidt’s mission to “drag” Yale into the 21st century and his accomplishments as president that will never be recognized; that Schmidt was a foil for the Corporation; that Yale is a “place where process is king”; President Lamar’s ability to get things done: and how Holcomb’s successful strategy that to continue to raise money the university has show the alumni completed projects influenced President Levin’s administration.

Closed until Jan 1, 2029.
Krauss, Judith

Dean, School of Nursing, 1985-1998

Judith B. Krauss received her nursing education and a BS from Boston College in 1968 and a MS in Nursing from Yale in 1970. She remained at Yale starting as an instructor in psychiatric nursing rising through the ranks to associate professor when she was appointed acting dean of the nursing school in 1985. In the same year she was appointed dean and professor of nursing serving until 1998. She is currently serving as professor of nursing, Master of Silliman College, and Chairman of the Council of Masters.

In her 90-minute interview, Krauss discussed Yale affairs from 1970 through the 1990s. She described the university’s lack of understanding and support of nursing. She began to have closer contact with President Giamatti from 1983 when a university committee reviewed the school. They developed a good working relationship that led him to invite her to serve as dean when she was acting dean in 1985. Krauss negotiated with Giamatti to establish a professorship in nursing for Diers that was not fully endowed by a nursing fund. When he told her confidentially that he would resign in 1986, she was disappointed to learn that she had only one year to work with him. Krauss felt that she and Diers had convinced Giamatti of the importance of nursing as a discipline separate from medicine. They also had to educate each of the many provosts they worked with about nursing. The Yale School of Nursing was the first to take the field of nursing from apprenticeship to academic learning. She discussed the need for a doctoral program in nursing, to expand clinical joint appointments, and to cultivate private sources of income. In regard to President Schmidt, Krauss commented on: Cyrus Vance’s “lobbying” for Schmidt’s appointment; Schmidt’s initial lack of interest in nursing; his appointment of the Ruddle Committee to review and possibly discontinue teaching nursing and other Yale disciplines; the majority decision that the school remain open and establish a doctoral program and the minority report by Richard Levin and Sharon Oster that the school should close; Schmidt’s efforts then to persuade the Corporation to keep the school open; and the moving of the school to the former Lee High School with his assistance. Other topics discussed include: President Lamar’s “great affection” for the nursing school; attracting more male students through the Graduate Education Program in Nursing; President’s Levin’s support for the Nursing School although he had previously recommended closing it; and her pride in being the dean that saved the School of Nursing.

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Lamar, Howard Roberts
University President, 1992-1993; Yale College Dean, 1979-1985; History professor.

Howard Lamar received a B.A. from Emory University in 1944. He entered the Yale Graduate School Department of History and received his PhD in 1951. From his first Yale teaching appointment in 1949, he was promoted through the ranks: as instructor, 1949-1954; assistant professor, 1954-1959; associate professor, 1959-1964; professor, 1964-1970; Coe Professor, 1970-1987; Sterling Professor, 1987-1994; and Sterling Professor us, 1994-. He served as department chairman and director of graduate studies in history in the 1960s; and as Director, division of Humanities, 1972-1974. From 1979-1985 he was Dean of Yale College. After the resignation of President Schmidt, Lamar served as university president in 1992-1993.

Howard Lamar’s interview of 100 minutes covered Yale affairs from the 1940’s through the 1990s. He described how he discovered the emerging field of Western History and taught the first course at Yale on the subject. Lamar commented on his friendship with Yale presidents Seymour and Griswold who were also history professors. He got to know Bart Giamatti well because their offices in the graduate school were next to each other. They also worked together at the Whitney Center. As president however, Lamar found that Giamatti was not practical or realistic. Also, that Giamatti was very focused on the budget, and that he did not like developing relationships with the New York alumni. Benno Schmidt was a student in Lamar’s history class, and they became good friends during his presidency. He recalled Schmidt telling him that he felt he was over-appreciated as dean of the Columbia Law School and under-appreciated as president of Yale. Lamar felt that Schmidt took advice from the wrong people in the university, but was grateful for his skill with the alumni in raising $565 million for Yale. Lamar stated that although he did seek not the presidency, he greatly enjoyed his year as president, mainly due to the cooperation he received from others. Major topics covered include: the responsibilities of the Dean of Yale College; the contributions of Henry Broude as presidential adviser; the founding of the Yale-New Haven Teachers Institute; the Film Studies Program; the founding of the Environmental Studies Program; Allan Bromley and the revitalization of the engineering program; the resignation of Abe Goldstein as provost under Giamatti; Judith Rodin’s desire to become president; and the establishment of the Lamar Center for the Study of Frontiers and Borders in his honor.

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LaPalombara, Joseph

Joseph LaPalombara received his B.A., from the University of Illinois in 1947 and his PH.D. in comparative politics from Princeton University in 1954. After teaching at Michigan State University, Yale appointed him professor of political science in 1964. He was chair of the department for two terms, director of the Institution for Social and Policy Studies, and chairman of the Council on Comparative and European Studies. His research is centered on the relationship between public policies, global corporations, and the flow of foreign direct investment to less-developed countries.

Joseph LaPalombara’s interview of eighty-five minutes covered Yale affairs from the 1960’s through the 1990s. He was persuaded to come to Yale by Georges May and Kingman Brewster. LaPalombara said that Brewster was a man of great charisma, courage and vision. LaPalombara described how Brewster changed the way honorary degrees were given out to newly appointed faculty who had not gone to Yale. Previously they were sent without any ceremony. When LaPalombara protested, Brewster then began to award the privatum degrees at a small ceremony in the Woolsey Hall rotunda. He also discussed the important roles performed by Henry Broude in advising the presidents from Griswold to Schmidt and by Josephine Broude in advising the provosts. Of all the presidents, LaPalombara knew Giamatti best. He was surprised to see the angry man he became as president, but said they were times of “extreme austerity.” Major topics include: the development of the Institute for Social and Policy Studies and the School of Management, John Perry Miller’s importance in the founding of SOM, LaPalombara’s role in Benno Schmidt’s decision to resign, his concern about the great increase in administrative personnel, the increase in women faculty in political science, and his admiration for Howard Lamar and for Hanna Gray. His achievements for the university of which he is most proud include: developing courses of global scope, the number of good faculty members that he brought to Yale and promoted, his successful efforts to keep ISPS in operation, and helping Yale to transform its focus from college teaching to university research.

Closed until January 1, 2029.
Lytton, Bernard

Professor Emeritus of Surgery and Residential College Master

Dr. Lytton was educated in England and appointed Assistant Professor, Urology at Yale in 1962. He served as associate professor, 1967-70, professor since 1970; chief, section of urology, 1971-87; as Donald Guthrie Professor of Surgery, 1988-2000; Master, Jonathan Edwards College, 1987-97; and Director of the Koerner Center since 2003. Dr. Lytton performed the first kidney transplant at Yale in 1967.

Dr. Lytton’s interview of fifty-two minutes covered Yale affairs from 1962-2007. In addition to introducing the kidney transplant program at Yale in 1967, he also introduced the hospice movement to New Haven. He had worked with Dr. Cicely Saunders, the founder of the movement, in England and invited her to speak in New Haven after he observed the medical care of President A. Whitney Griswold who was terminally ill with cancer. Her lecture influenced Florence Wald, dean of the nursing school to start a hospice care movement out of the nursing school. Lytton had very little contact with Kingman Brewster and no contact with Hanna Gray. He became acquainted with Bart Giamatti when he was treated in the hospital and Lytton’s Yale student son dated Giamatti’s daughter. Lytton’s described Giamatti’s managerial style as individualistic and that he did not delegate. Before and during the 1984 strike, the medical school faculty was disappointed in the behavior of the Human Resources staff that led to unionization and the job action. Lytton commented on medical school dean Robert Berliner’s lack of interest in the kidney transplant program and other clinical programs, as he favored basic science. Nothing changed when Dean Rosenberg replaced Berliner. Lytton found President Schmidt to be “difficult to relate to” and disconnected; and that he did not read reports or follow through in negotiations. He described in detail Schmidt’s poor handling of the Masters’ unanimous request that the serving of breakfast in Commons to freshmen be continued. Major topics discussed include: Joe Fruton’s account of the selection of Schmidt by Cyrus Vance; Schmidt’s relationship with his father; his service on President Lamar’s advisory committee, and their heated discussion about Yale Corporation Fellow Vernon Loucks leading up to his resignation; Lamar’s successful administration; and current problems of the medical school departments; and the founding of the Koerner Center for emeritus faculty with the support of President Levin and Provost Alison Richard.

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Morgan, Edmund S.

Yale History Professor

Edmund Morgan received his B.A. in 1937 and his Ph.D in 1942 from Harvard. He began his teaching career at Yale in 1954 as a Visiting Lecturer and was appointed professor of history in 1955. In 1965 he became a Sterling Professor, and in 1986 became emeritus professor. He is the author of dozens of books on colonial American history. The recipient of many awards for his teaching and writing, President Clinton awarded Morgan the 2000 National Humanities Medal.

Edmund Morgan’s interview of sixty-five minutes covered Yale affairs from 1955 through 1993. He said that when he came to Yale from Brown, it was on the condition that he should never be asked to be “a dean or chairman of anything.” Morgan commented on Hanna Gray mainly as the daughter of his history department colleague, Hajo Holborn, and as a scholar. Morgan became acquainted with Bart Giamatti at faculty meetings. He felt that Giamatti did not enjoy serving as president because he was a micromanager and had to personally work on everything. He was also unhappy because he took everything personally, especially during the union strike. Morgan expected Benno Schmidt to be a good president as he had been a good dean of the Columbia Law School, but that was not the case. He thought that Schmidt’s main failure was in appointing Frank Turner Provost and Donald Kagan Dean of Yale College; and also that he tried to be too strong and independent in his management of the university. After Schmidt, Morgan stated, “Lamar rescued Yale.” Other major topics he discussed included: his decision to teach during the anti-Vietnam student strike; the improvement of the history department during the chairmanship of George Pierson, with Morgan’s close advisement; Yale’s policy on granting tenure to junior faculty; the hiring of Mary Wright and her influence on Jonathan Spence; that the role of a Yale president should be focused on fundraising, not on educational policy; that historians and law professors make good university presidents; and the importance of style in a president.

Closed until Jan 1, 2029.
Patton, Curtis L.

Patton received his undergraduate degree from Fisk and his doctorate from Michigan State University. He taught at Rockefeller University 1967-1970. In 1970, he was appointed Professor in Epidemiology of Microbial Diseases at the Yale School of Public Health. He is the Director of International Medical Studies and Chair of the Committee on International Health. Amongst his numerous awards and achievements, Dr. Patton received the Edward A. Bouchet Leadership Award in 2004. Dr. Patton has been Chair of the YSPH Minority Affairs Committee since it was established in 1992 and has served on many significant committees on minority issues.

One of the influences on Patton’s decision to teach at Yale was his early interest in Edward Bouchet, Yale PhD 1876, the first African American to earn a doctorate from an American university. Patton persuaded President Brewster to commission a painting of Bouchet, but it was not executed by Rudolph Zalinger for a number of years. Patton describes at length his lone crusade to have Yale honor Bouchet and Cornelius Creed, Yale medicine 1857, with conferences, scholarships and lectureships, and to develop other diversity projects. In his ninety-minute interview other subjects discussed include: the relationship of the “school” of public health to the medical school; recollections of the divestment protests; his long-term service on the medical school admissions committee and the minority advisory committee; President Giamatti’s main accomplishments; and opinions of faculty and students concerning President Schmidt.

Closed until Jan 1, 2029.
Pease, David

Retired Art School Dean, Art School Professor

David Pease was educated at the University of Wisconsin where he received the degrees of BS in 1954, MA in 1955, and MFA in 1958. He taught at the Tyler School of Art at Temple University from 1960 to 1983, where he served as dean from 1977 to 1983. He was then appointed Dean of the Yale School of Art and served until 1996. He continued to teach painting until his retirement in 2000.

David Pease’s interview of eighty minutes covered Yale affairs from 1983 to the present. After serving as Dean of the Temple University art school for six years, he was appointed Dean of the Yale Art School in 1983. He had taught in the Yale Norfolk Summer School for three years in the 1970s. When he met President Giamatti at his interview, Pease felt that he was a man with whom he would like to work. Pease also shared Giamatti’s love of baseball. He believed that Yale’s art school was the “pinnacle” of art schools. Pease enjoyed being an administrator, and felt that his predecessor, Andrew Forge, who was a great teacher, did not. Pease stated that it was initially difficult for a newcomer to “understand how things work at Yale” and “the Yale culture.” He was greatly advised at first by associate provost Ellen Ryerson, followed by Linda Lorimer and, for the majority of his time as dean, Lloyd Suttle. Pease talked about the high expectation of excellence at Yale that, even though he had twenty-five years of teaching experience before coming to Yale, made him a better teacher here. Still, due to the financial situation of Yale, resources were not sufficient to support new initiatives. On the other hand, unlike public universities, allocated funds at Yale could be pooled which gave the dean more latitude than at a public university. And while the art school was not financially self-supporting, unlike some other Yale schools, it was well supported by the university, including President Schmidt and Provost Frank Turner. The university became very aware of this in the 1980s when it needed a good arts program to attract undergraduate admissions. Major subjects discussed include: the limited tenure opportunities in the art school; his personal association with Bart Giamatti; his friendship as a fellow collector with Henry and Josie Broude; his recruitment of women faculty and the appointment of the first tenured woman, Sheila Levrant de Bretteville; the role of women students in the art school; the presidents’ and the Corporation’s relative lack of interest in the professional schools compared to the college; Benno Schmidt’s lack of rapport with the faculty; Howard Lamar’s request that he serve an additional three years as dean; President Levin’s request that he head a committee on campus signage and serve on a committee to create a long-range plan for the arts; and the conversion of the old Jewish Community Center into the art school.

Closed until Jan 1, 2029.
Pelli, Cesar

Dean School of Architecture, 1977-85

Cesar Pelli was born in Tucumán, Argentina where he received an Architecture Degree in 1950. In 1954 he earned a Master of Science degree at the University of Illinois. As a professional architect he also worked for Eero Saarinen. After several appointments as visiting professor he was appointed Dean of the Yale School of Architecture in 1977. At the same time he established the firm Pelli Clarke Pelli in New Haven. His work has been widely published and exhibited, with eight books dedicated to his designs and theories. In 1995, the AIA awarded Cesar Pelli its Gold Medal. He has designed several buildings and additions for Yale including the Malone Engineering Center and the Boyer Center for Molecular Medicine.

Cesar Pelli’s interview of fifty-five minutes covered Yale affairs from the early 1960s to the present. He took his first position as an architect with Eero Saarinen in 1954 in Bloomfield Hills, Michigan. Pelli did some work on the master plan for Yale and on the design for Morse and Stiles Colleges; and met Presidents Griswold and Brewster. After Saarinen’s death in 1961, the firm moved to New Haven, and Pelli continued on the completion of the residential colleges. Pelli discussed Saarinen’s plan for Morse and Stiles Colleges to place them “well-knitted inside the fabric of Yale” and also to showcase the Payne Whitney Gymnasium which he greatly admired. Paul Rudolph, Dean of the Architecture School appointed Pelli visiting professor for a term. In 1964, he moved to Los Angeles where he remained for twelve years. In 1976, after serving as visiting professor twice, Brewster invited him to become Dean of the Architecture School. Pelli spoke warmly about Brewster and his great ability to handle student unrest; and Hanna Gray, and her “formidable mind.” He regretted the reduced finances of Yale due to the first oil crisis during her tenure that led to the policy of deferred maintenance of the buildings. Before becoming dean at Yale, Philip Johnson invited him to become dean of the Harvard School of Design. But after visiting Harvard he decided it was too large and overly structured for him. Yale, Pelli said, suited his character. He commented on Brewster’s decision to close the city planning program because it had become completely politicized. Pelli also commented on Rudolph’s beautiful but unfunctional design of the Art and Architecture building; and especially of his ignoring the needs and desires of the artists in the building. Then when Pelli came, architecture was forced to occupy only the top two floors. Pelli’s main contacts with President Giamatti concerned reducing the budget which was done every year. What Pelli admired most in Brewster and Giamatti was how articulate they were. He commented on the key role played by Henry Broude in getting things done. Changes that Pelli brought about in the school included bringing in architects from all over the world, increased discussion of architectural theory by great architects and students; introducing a lottery system for class selection to minimize favoritism; bringing in more women students; and developing a student based education rather than defining a specific style of architecture. On the central administrative level major subjects discussed were: President Schmidt’s great fund-raising ability and dedication to Yale, but lack of sensitivity to the feelings of the faculty; revising the plan for the Boyer medical building to improve medical faculty interaction; revising the plan for the engineering building so it would not be built over the Farmington Canal Trail; additions to the Yale University Press building and Payne Whitney Gym; that Howard Lamar was perhaps the most popular president ever; President Levin’s Design Advisory Committee for all new campus buildings; and the great support that the School of Architecture has received from all of the presidents with whom he associated. In conclusion, Pelli said what he admires most about Yale is its spirit, approachability, and accessibility. This he felt enabled him to leave the architecture school as the top school of architecture in the country, which was not when he became dean.

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Pollitt, Jerome

Yale Graduate School Dean, 1986-91; Classics professor.

Jerome Pollitt received his B.A., from Yale in 1957 and PH.D. from Columbia University in 1963. Yale appointed him an instructor in the Classics department in 1962 and promoted him to assistant, to associate, and to full professor of Classical Archeology and History of Art in 1973. He is one of few Yale professors who has served as chair of two departments -- classics (1971-72 and 1975-77) and history of art (1981-84). Pollitt became a Sterling Professor in 1995 and professor emeritus in 1999. He served as Dean of the Graduate School, 1986-91.

Jerome Pollitt’s interview of seventy-four minutes covered Yale aairs from the 1960’s through the 1990s. He stated that although he observed the Yale presidents from Brewster on as a faculty member, his “serious insights” were of the Schmidt administration when he served as dean of the Graduate School. Pollitt credited Schmidt and his vice presidents with professionalizing Yale’s labor negotiations. He did not know Hanna Gray well. Pollitt was pleased with Giamatti’s appointment and deemed his administration successful, with the exception of labor relations and campus maintenance. He described Giamatti as an idealist, who belonged to the “world of thought” and did not like to deal with material problems; and this led to a widespread feeling of depression on campus. As the college and graduate school deans were also deans of the arts and sciences, Pollitt had to oversee many areas, including building and grounds. The deterioration of some buildings was so bad, especially in laboratories, that it was affecting the recruitment of new faculty. Other major topics covered include: the history of GESO (Graduate Employees and Students Organization); Graduate School Dean Jaroslav Pelikan’s system to supplement the income of graduate schools in the Giamatti era; GESO discontent and agitation in the 1980s that led to the corporation’s decision to provide greater financial support to graduate students in the 1990s; Pollitt’s creation of the dissertation fellowship that was supported by Donald Kagan and approved by Schmidt; Schmidt’s lack of interest in matters that deeply concerned the faculty such as appointments and promotions; the thorough assessment of building maintenance by Schmidt and Provost Nordhaus that gave Richard Levin’s administration a good start; the financial power of the provosts over the deans; Pollitt’s streamlining of the organization of the appointments committees; his interaction with President George H. W. Bush when Yale awarded him an honorary degree in 1991; and the importance of Levin’s one-year experience as Graduate School dean before his appointment to the presidency.

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Prown, Jules D.

Yale History of Art Professor; founding director, Yale Center for British Art.

Jules Prown, Paul Mellon Professor Emeritus History of Art, received his PhD at Harvard in 1961 and began his Yale teaching career that same year. A noted art historian, especially of material culture, he served as Curator of the Garvan Collection, Yale Art Gallery; and founding Director of the Yale Center for British Art, 1968-76. He later served as Acting and Interim Director in 1993 and 1994. In 1995 a symposium was held in his honor at Yale, and in 2005 he was honored with the DeVane medal for teaching.

Jules Prown’s interview of ninety minutes covered Yale affairs from 1961 to the present. In his second year of teaching Prown was also appointed Curator of American Art. After his appointment to the planning committee for the Mellon gift in 1967, President Brewster appointed him director of the Mellon center. Prown continued to teach one course, and when the British Art Center was opened he resigned to return to full-time teaching. Brewster gave Prown full responsibility to select the architect for the BAC, and directly work with Paul Mellon and Louis Kahn. In the late 60s and early 70s, it was a difficult time to build a university museum to house “a wealthy man’s collection of British art.” Brewster wanted it to be a public attraction for New Haven and part of Yale’s academic program. Prown saw it “as a tripod”: an art collection, a library, and an academic program. Brewster also took great interest in the Paul Mellon Centre for Studies in British Art in London and agreed to have Yale take it over. Prown stated that Brewster had “firm opinions and values” and was not a “rubber stamper.” Major subjects discussed include: relations with the city of New Haven on the construction of the center â€“ the preservation of the historic church as a theater and the addition of commercial spaces; Hanna Gray’s service as provost relating to the financial operation of the center; subsequent directors of the center; his friendship with Bart Giamatti; Benno Schmidt’s inability to communicate well with the faculty; Prown’s appointment by Howard Lamar to the presidential search committee; women faculty in the history of art; the limited role of emeritus faculty; and his contributions to the development of the teaching of the history of American art.

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Rae, Douglas W.

Professor Rae received a B.A. from Indiana University in 1962 and a Ph.D. from the University of Wisconsin in 1966. He joined the Yale faculty in 1967 and became a full professor in 1974. Rae is the Richard Ely Professor of Political Science and Management and is affiliated with the Institute for Social and Policy Studies, and the Committee on Urban Studies. He is a specialist in the political economy of cities, electoral politics, political ideology, and power relations. A political scientist and member of the Yale faculty since 1967, he took leave in 1990 and 1991 to serve as chief administrative officer of the City of New Haven under John Daniels, the city’s first African-American mayor.

Interview One - 2007 Dec 10

Rae’s first interview of about forty-five minutes covered Yale affairs from the late 1960s to 1992. He received many offers to teach and selected Yale partly because his great-grandfather Frank Austin Gooch was a distinguished chemistry professor at Yale. Rae commented on Brewster’s importance as a charismatic celebrity and a man who set a high standard for public leadership, in contrast to recent university presidents. In regard to Hanna Gray, he said she handled the tenure case of philosopher Thomas Pangle very well. Giamatti’s strength and weakness was that he took everything personally, in marked contrast to Rick Levin. In Rae’s opinion, one of Giamatti’s great mistakes was in firing Ed Lindblom as director of the Institute for Social and Policy Studies. He stated that Giamatti also “did a rotten job with the union.” Rae spoke at length about the evolving role of Yale in New Haven without its consent being drawn into the role of the dominant civic institution as businesses died or left the city. President Schmidt was poorly informed, impetuous, even irresponsible, in the way he dealt with the city; and that many of his decisions were unwise. Topics discussed include: Rae’s work for the city of New Haven; persuading Yale to pay taxes on the golf course; John Daniels, New Haven’s first African American mayor; and the leasing of part of Wall Street to Yale by the city;

Interview Two – 2008 Jan 10

Rae’s second interview of seventy minutes began with a review of the history of the Yale School of Management including the topics: Dean Burton Malkiel, Schmidt’s personal selection of Dean Michael Levine, Dean Paul MacAvoy, Dean Jeffrey Garten, Dean Joel Podolny, the revised curriculum, and the great improvement the school is making. Commenting again on Schmidt, Rae thought his main fault was his laziness in working on a problem that led to making quick opinions, similar in style to President George W. Bush. Yale topics discussed include: Yale-New Haven relations, how the murder of Yale student Christian Prince reduced applications, how Yale realized for the first time how the condition of the city directly affected Yale, vice president for administration Michael Finnerty, Judith Rodin as a presidential candidate, that Rick Levin as a risk-averse manager was exactly what the university wanted after Schmidt, Levin’s solid qualifications as an experienced Yale manager, Levin’s immediate attention to the city’s economic problems, the success of the Yale Homebuyers Program, chief investment officer David Swensen, the great success of Levin as president, the occasional need for a truly inspirational president, and Yale’s great challenge to compete with Harvard for the best faculty due to the lack of a solid economic base in New Haven.

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Ruddle, Frank H.

Frank Ruddle received a B.A. from Wayne State University in 1953 and a Ph.D. from UC Berkeley in 1960. He was appointed to the Yale faculty in 1961 and became a full professor in 1972. Ruddle served as chairman of the biology department at Yale for two terms, first beginning in 1977 to 1982 and again from 1988 to 1992. As a cellular biologist studying the genome, his career coincided with the explosion of genetics and its understanding that has revolutionized medical science. He was a founding member of the Human Genome Organization (HUGO) formed in 1988 to solve problems of gene mapping and to deal with the ethical problems of gene experimentation.

Frank Ruddle’s interview of sixty minutes covered Yale affairs mainly from the 1960s to the present. After a year of post-graduate study in Scotland, he received offers from Yale, UC Davis, and Stanford and decided to teach at Yale because he had never been on the east coast. He said it was a lucky choice. He met his wife, Nancy Hartman, here who was also on the faculty and commented that they were the only faculty husband and wife who had both served as commencement marshals. He had a contentious interaction with Hanna Gray as provost concerning the Biological Safety Committee at Yale that he chaired. There was a general concern that DNA could be dangerous in terms of infecting people and perhaps causing cancerous growths. To reduce the fear factor Ruddle opened the meetings to the public which upset Gray, but President Brewster was not concerned and allowed them to continue. Ruddle felt that Giamatti was very suspicious of science within the university; that it was counterproductive to the arts. But his administration actually did lot for the sciences because Bill Brainard was his provost, and Brainard had a very open mind. During this time Bayer had just come to West Haven and asked Ruddle if they could rent Yale lab space while their buildings were under construction. Ruddle persuaded Giamatti, who was initially wary, to allow Bayer to rent and renovate Yale labs, and the good working relationships that developed through Ruddle’s collaboration paved the way for Yale’s eventual purchase of their facilities. The university then appointed a committee to oversee tech development and the forming of associations with biotech companies that has led to billions of dollars of income to New Haven and the university. In regard to Schmidt, Ruddle said that he knew more about Schmidt’s father as a supporter of bio-scientific research and that he and the university expected Schmidt to build up the sciences at Yale. Because of his support of the sciences the president was given greater support by the biological science professors, and his presidency was important in that the sciences gained equality with the arts during his administration. Other topics Ruddle discussed include: his chairmanship of the Ruddle Committee (that included Rick Levin) under Schmidt that investigated the status and possible closing of the School of Nursing, his successful efforts to save the nursing school, Schmidt’s unwise decisions to place himself on committees, in Levin’s administration his chairmanship of the search committee that selected Susan Hockfield as Graduate School dean, his chairmanship of the search committee that selected Alison Richard as director of the Peabody Museum that led to her appointment as provost, and his successful efforts to interest President Levin in science development at Yale and in Science Park. In conclusion he stated that Levin was the best president he has worked with and the one who has done the most for the sciences and the economic development of New Haven.

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Simon, John

John Simon received his B.A., from Harvard in 1950 and LL.B from the Yale Law School in 1953. From 1953-58 he served as an assistant to the General Counsel, in the Office of the Secretary of the Army and practiced law in New York. Yale appointed him associate professor of law in 1962 and full professor in 1967. In 1975 he was appointed Lines Professor at the Yale Institution for Social and Policy Studies. He has served as deputy dean and acting dean of the law school, and acting chairman of the Center for the Study of Education. Simon pioneered in developing courses in nonprofit and philanthropy law and in elementary and secondary education law.

John Simon’s interview of eighty-five minutes covered Yale affairs at the law school and the university from 1962 to the present. He discussed his pioneering work in developing courses on law and philanthropy and law and education. He leads the nation’s first and perhaps the only non-profit organizations clinic at the law school. President Brewster asked him to conduct a multi-disciplinary program on the non-profit sector as an important institution in society, and thought that Yale should lead the way in this field. Provost Hanna Gray did not like the idea of a free-standing program that was not attached to a department, but Brewster decided to go ahead. Simon disagreed with Brewster in the area of ethical investing, i.e., making non-conventional investments not to make a profit but to support worthwhile enterprises that benefit society. At first Brewster opposed this policy, but he later changed his mind and subsequent administrations did not oppose it. In later years Simon’s seminar studied the conventional type of ethical investing, and his book The Ethical Investor was published by the Yale University Press. Brewster resigned before the nonprofit program started, and Simon decided to follow Ed Lindblom’s advice and placed the program in the Institution for Social and Policy Studies. When Simon asked Bart Giamatti to appoint Brewster to chair its advisory committee he was shocked but agreed. Simon said that in many ways Giamatti was a good president, but had “interpersonal negativities.” Giamatti disliked new majors and inter-disciplinary studies, and Dean Georges May shared his opinion on new majors. For example, when Averell Harriman asked Lindblom to bring Giamatti to Washington to discuss a new major donation to ISPS Giamatti refused to go and said that Harriman, who was in his nineties, should come to him. Harriman then gave $10 million or more to Columbia for a similar program. Simon spoke of his appointment by Giamatti to head the search committee that selected Guido Calabresi as dean of the law school. Giamatti was again shocked by Simon’s request to have Abe Goldstein appointed to the search committee after Giamatti had forced him to resign as provost. Overall, despite being annoyed by some of Giamatti’s actions, Simon said that he always liked him. In regard to Benno Schmidt, he was not in any of Simon’s courses but he knew him as a student. Simon considered to be a good dean of the Columbia Law School, but was surprised that a person with broader views was not selected as president. He later learned that Cyrus Vance had backed his selection. Simon related that Schmidt confided that he had been away from his office for two weeks to keep his wife company at a trial. Simon’s only argument with Schmidt occurred when he was acting dean and told Schmidt that the spending rate of the endowment, ca. 4-3/4 percent was too low. He also discussed the sociology department and Paul DiMaggio’s experience with Schmidt’s poor handling of his offer to DiMaggio to chair the department. In general, Simon cited Schmidt’s attitude of non-involvement in important educational issues. He said he had little contact with Howard Lamar as president, except when he declined Lamar’s offer to direct ISPS. Simon concluded with a discussion of law school teaching policy, admissions, diversity, women students, and a gay rights incident that involved a female law professor. He said that he was most proud of founding the nonprofit organization center and opening up new areas for legal education including disability and integration issues.

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Interview (continued)

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Maxine Singer graduated from Swarthmore College in 1952 and received a PhD from Yale in 1957. In 1994, Yale awarded her an Honorary Doctor of Science degree. She is a leading molecular biologist and science advocate and has made important contributions to the deciphering of the genetic code and to the understanding of RNA and DNA. Singer was the third woman to serve on the Yale Corporation. From 1988 to 2002, she was president of the Carnegie Institution of Washington.

Maxine Singer’s interview of sixty-five minutes covered Yale affairs from her graduate student years in the 1950s through the 1990s. She said that in biochemistry there was no problem being a woman, and that women comprised half of the small group that entered with her. Singer described her successful scientific career with the National Institutes of Health where she worked for over thirty years before she became president of the Carnegie Institution. She retained her lab and office at NIH and continues to work there two days a week. Until President Brewster appointed her chair of the University Council Committee for Biological Sciences, her only contact with Yale was through her friendship with Professor Joseph Fruton and his wife. In 1975, Brewster appointed her a successor trustee on the Yale Corporation. Singer stated that in retrospect it was an era when leaders were free to take initiative to “do things on their own.” Today the head of an institution has to work more closely with others to prepare the groundwork for decision making. She said that suited Brewster’s personality well; that Hanna Gray operated in similar ways; and that “the rapport between them was rally quite extraordinary.” Simon described her work with them as exciting and fun; and the issues the Corporation dealt with as “so complex that they were fascinating.” The Fellows brought very different points of view and discussed them politely and rationally, which she found “inspiring and interesting.” She also felt that her Corporation experience of fifteen years had been one of the most if not the most interesting thing she has done. Simon recounted two anecdotes on the early experiences of women on the Corporation. Through her service on the finance and investments committee she got to know David Swensen. She recruited him for the Carnegie board and finance committee. Singer served on the presidential search committee that selected Giamatti and described its secrecy policy and the difficulty in enforcing it. She said that lack of experience was not an important factor in selecting the president, unlike today when other people can be hired to run things. Giamatti, she said, was probably “the last of the old style intellectual leaders.” She also commented on Bart Giamatti’s (who knew little of finance) remarkable selection of Swensen to direct Yale investments. Topics covered in Giamatti’s administration included the union strike, divestment, and the selection of Sidney Altman as Dean of Yale College. In regard to Benno Schmidt, Singer was on the search committee initially, but withdrew to allow her nomination for president. She was disappointed not to be selected, not only for herself, but that it would have important to have a scientist and a woman as president; and that she would have been the first Ivy League university to have a woman president. Major topics discussed included: for the Schmidt administration, the School of Nursing, and the School of Management; the development of the sciences at Yale; the successful administration of Richard Levin; and the desirable qualities in a president for the 21st century. Singer concluded that a president must understand the fundamental changes in how the minds of young people work in the visual age of computers, and that one is most likely to find a successful new president among scientists.

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Skinner, Brian J.

Brian J. Skinner, who was born and raised in Australia, received a B.S. degree from the University of Adelaide in 1950, and a Ph.D. in 1954 from Harvard University. Yale appointed him professor of geology in 1966 and professor of geology and geophysics in 1968. He served as department chairman from 1967 – 1973. He is the Eugene Higgins Professor of Geology. Skinner’s research interests include the origin and distribution of mineral deposits.

Bell’s interview of eighty-three minutes covered Yale affairs from the 1960s through the 1990s. Skinner was born and educated in Australia. After working as a geologist he went to Harvard for his doctorate. In 1966, Yale provost Charles Taylor invited him to teach geology at Yale. President Brewster appointed him the head the department in 1967 to improve the split administration of the department, and Skinner continued to work for the lunar program in Houston as well. He got to know Bart Giamatti when they were young professors. They became well acquainted on the first Yale trip to China in 1974. Skinner discussed the selection of Giamatti after two professors were turned down by the Chinese and how Giamatti became the spokesperson for liberal education in China. When Giamatti took office he asked Skinner to head the physical sciences committee, but Skinner did not accept the position. The only faculty committee appointment he accepted from Giamatti was the athletics committee which he ultimately headed. Skinner commented on the athletic directors Frank Ryan and Ed Woodsum, and the new policies and funding needed to include women equally in Yale athletics. His major relationship with Giamatti was in administering athletics. He also described the major changes in geology at Yale from primarily field geology to more geochemical and geophysical research and courses; and the growing number of women and diverse groups represented in the student body and faculty. The major topics covered for the Benno Schmidt era included: the rapid eruption of animosity against Schmidt; his inability to “smooth the feathers”; Skinner’s participation in one of the small groups Schmidt formed to inform him of perceived difficulties; and how Schmidt when he was informed was unwilling to communicate. Skinner knew Howard Lamer very well as a personal friend. One of the first problems Lamar faced was to replace the Dean of the School of Management, and he appointed Skinner and Richard Levin to the search committee. Skinner discussed the various internal and external candidates. Skinner also chaired the Committee on Patent Policy that revised the policy to benefit the discoverer. In retrospect he stated that in general the faculty do not observe the administrative abilities of each president, unless they work with them on a committee.

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Skinner, Catherine

H. Catherine Skinner received a B.A. from Mount Holyoke College, an M.A. from Radcliffe Harvard in Mineralogy, and a Ph.D. from Adelaide University in Australia. She came to Yale in 1966 with her husband Brian J. Skinner, now a professor of geology & geophysics. Skinner served as Master of Jonathan Edwards College, 1977-82. She was the second woman to be appointed master, other than Katherine Lustman who completed her husband’s term as Master of Davenport College; and the first to serve a full term. [Rosemary Stevens served as Master of Jonathan Edwards for only one year, 1974-75.] As of 2011, Skinner is still teaching and researching full time. Her major interest is in biominerals, especially bone mineral.

Catherine Skinner’s interview of eighty minutes covered Yale affairs from the 1960s through the 1990s. When she came to Yale, Skinner was the mother of three daughters, and when she wanted to return to work, she found that faculty wives “didn’t have independent positions.” Frederick Richards, chair of the new Yale Molecular Biochemistry/Biophysics Department helped her get a position in the Department of Orthopaedics in the Medical School that she had to fund herself, and she got a research grant from the NIH. In 1968 she was appointed a Fellow in Davenport College, one of the first women fellows, especially in science. In the mid-1970s she taught a course with G. Evelyn Hutchinson on biology and health related to the environment, one of the first of its kind. After serving as visiting professor at Harvard in 1975-76, she was offered a permanent position there. Her husband wanted her to remain at Yale, and then Kingman Brewster offered her the mastership of Jonathan Edwards College. When it was suggested that she use the title Principal, selected by Rosemary Stevens, she preferred to keep the title of Master. Unlike most couples today, her husband did not serve as Co-Master. Skinner discussed in detail her experiences and family life while Master. She appointed many women fellows, including Hanna Gray. Her first year was especially challenging because of the union strike that shut down the food services. Finding no time to continue her research work, Skinner taught a course on minerals and biology in JE. Skinner described Gray as a “controlling” person who accomplished a great deal in her short tenure at Yale. Skinner first met Bart Giamatti at Mount Holyoke where his father taught; and Brian Skinner and Giamatti were on the first Yale trip to China in 1978. Skinner noted that Toni Giamatti “was never in evidence.” While people admired Giamatti’s speaking abilities, they “did not feel comfortable with him as a leader.” Benno Schmidt, she said, was so absent that she did not get to know him at all. She felt that his lack of a background in the arts and sciences was an important factor. Skinner described Howard Lamar as a “wonderful, soothing person.” Major topics discussed include: the growth of the geology department in general and in the number of women, that geology does not attract African Americans to the field, the “explosion” of the biological sciences at Yale, leading Yale alumni tours as guest lecturer with her husband, her courses on the importance of minerals to health, the growing association between departments and professional schools, and the impact of globalization on the university.

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Spence, Jonathan D.

Jonathan Spence came to Yale in the fall of 1959 as a Clare-Mellon Fellow, after graduating from Cambridge University and serving in the British army. He then entered the Yale Graduate School and received a Ph.D. degree in 1965, when he joined the Yale faculty. Spence became the George Burton Adams professor of history in 1976 and Sterling Professor of History in 1993. He retired from full-time teaching in 2008. One of the world’s leading experts on Chinese history and culture, he was selected by the National Endowment of the Humanities to deliver the 2010 Jefferson Lecture in the Humanities (considered the most prestigious honor the federal government bestows for achievement in the humanities). The author of more than a dozen books, his most famous work, The Search for Modern China (1990, rev. 1999), became a New York Times bestseller and continues to be a standard text on Chinese history from the 17th century.

Spence’s interview of seventy minutes covered Yale affairs from the 1960s through the 1990s. He began with a discussion of the development of the teaching of Chinese history at Yale by Mary and Arthur Wright. Spence spoke briefly about Kingman Brewster, and while Hanna Gray was provost, Spence belonged to a confidential brainstorming group that met at the Provost’s House. Of all the Yale presidents, he said he knew Bart Giamatti the best, from the time Giamatti was a college student. They were about the same age, received their PhDs about the same time; and served together on the Yale University Press board. When Giamatti became head of the Division of the Humanities, he appointed Spence to the committee. Spence later replaced Giamatti when he became president of the university. As president Giamatti met weekly for lunch with the divisional committee they continued to be close friends. Spence was very impressed by Giamatti’s abilities, especially in summing up the content of meetings, but that he also had “quite a flash point,” especially in dealing with union strikes. Spence described the first Yale trip to China in 1974 and the importance of Giamatti’s great interest in China that led to the development of Chinese studies during his presidency. Benno Schmidt met with Spence about Chinese studies, and the program continued as before. In regard to President Levin, Spence commented that while exchanges with China have grown, the teaching faculty has not, and that it really has become a time of retrenchment. In his more recent courses Spence has noticed more Asian students and a majority of women students. He observed that China has become a “basic part of Yale’s fabric.” Yale has become synonymous with excellence in Chinese studies across the United States and Yale’s students are teaching Chinese history across the globe.

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Stevens, Jerald
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Streets, Frederick J. "Jerry"

University Chaplain 1992-2007

Rev. Jerry Streets received a B.A. from Ottawa University in 1972; an M.Div from Yale in 1975; an MSW in 1981 and DSW in 1997 from Yeshiva University. After graduating from Yale, he served as pastor of the Mount Aery Baptist Church in Bridgeport, CT for seventeen years. In 1987, he was invited to teach at the Yale Divinity School, as an adjunct faculty member. He taught at Yale until 1992 when he was appointed University Chaplain, the first African American and the first Baptist to hold the position.

Rev. Streets’ interview of fifty minutes covered Yale affairs from his years as a divinity student in the 1970s up to the present. He said that the students were mostly men who planned to be ministers rather than teach or work in a university; and that there were more African American students enrolled then than at any time in the history of the divinity school. He described his involvement in civic affairs as alderman and student minister at the Dixwell Congregational Church. Streets did not know President Giamatti. His only real contact with President Schmidt was his interview for the position of chaplain, and the first president he worked with was Howard Lamar. He said that the divinity school did not interact with the central administration very much during his teaching years. As chaplain Street’ contacts were with the president, with whom he met regularly to update him and get his support for initiatives, and with the vice president and secretary, but not with the provost. He worked with school deans on special projects. He described three themes in the chaplaincy: pastoral care; to be a prophetic voice for issues of importance such as abortion and gay rights; and to help the university appreciate religious diversity through teaching. He tried to find a balance in his activities between the “confrontational” style of William Sloane Coffin and the “pastoral” of Sidney Lovett. Streets also described how the associate chaplains increased from one to four during his tenure, including a Muslim woman; and the independent campus ministries that increased to twenty-four and meet regularly as the Yale Religious Ministry. At the end of his tenure two major changes in the chaplain’s role were instituted: the separation of the pastorate of the university church from the chaplaincy, allowing the chaplain to be of any faith and not ordained; and changing the university church’s affiliation with the Church of Christ to non-denominational Christian, with an associate chaplain as church pastor. He commented on the founding of the Undergraduate Multi-Faith Council in the early 2000s. Street’s said that even before the evolution of the university’s global mission, he developed a “model of global ministry.” In conclusion, Streets expressed hope that a more corporate Yale can maintain hands-on human relationships, especially with the surrounding community. He said that his mission has been to emphasize that religion is both an intellectual and personal experience, and to relate to others we have to understand their religious perspective.

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b. 1, f. 72
Tirro, Frank P.

Music School Dean, 1980-1989

Frank Tirro received his Bachelor of Music degree from the University of Nebraska, his Master of Music degree from Northwestern, and his PhD degree from the University of Chicago. Before coming to Yale in 1980, Tirro served as Chairman of the music department at the University of Chicago and Dean of the Music School at Duke University. After completing his service as Dean of the Yale Music School in 1989, he continued to serve as professor of music, specializing in both the history of jazz and music of the Renaissance.

Frank Tirro’s interview of fifty minutes covered Yale affairs from the 1980 through the 1993. He described his interest in applying for the position of Music School Dean at Yale, because Yale is the only Ivy League school with an outstanding graduate professional school for performers, conductors, and composers. At Yale his most time-consuming responsibility was fundraising. Hiring was a very important aspect, and Tirro hired most of the current senior faculty. One of his personal interest areas that was established in the music school is the performance of early music. He is also very interested in jazz, but not much was developed in that area while he was dean. Tirro described his interview with President Giamatti and their instant bond, because they were both Renaissance scholars. He found Giamatti to be open and confidential in his remarks, although Henry Broude was always present at their meetings. In planning the financial policy of the school with the provost, Tirro found it difficult because of the frequent turnover of provosts. There were four during his years as dean. Giamatti supported the music school, especially because they taught undergraduates as well, but he did not attend concerts. Tirro described the music school’s outreach to the New Haven public schools; the effect of the Yale strike of 1984; and praised Giamatti’s financial control and great faculty appointments. Tirro felt that Benno Schmidt, or the provost, curtailed his fundraising efforts for the school, setting the needs of Yale College and the graduate school above those of the professional schools. He commented on the way Benno waspicked on unfairly, especially regarding the non-involvement of his wife in Yale affairs. Tirro did not work with Lamar or Levin, but commended Lamar on his service and called Levin the perfect person to build on what Schmidt started in community projects and to begin the transformation of the university.

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b. 1, f. 78
Trachtenberg, Alan

Alan Trachtenberg received his Ph.D. in American Studies at the University of Minnesota, and taught at Pennsylvania State University until 1968, when he joined the Yale faculty. His field of research is American culture and literature in the 19th and 20th centuries, with special emphasis on the effects of urbanism. He has taught courses on film, notably film noir in America at Yale and elsewhere. Trachtenberg’s books include *The Incorporation of America: Culture and Society in the Gilded Age* and *Reading American Photographs: Images as History, Mathew Brady to Evans Walker*.

Trachtenberg’s interview of forty-five minutes covered Yale affairs from the early 1970’s through the 1990s. He described the status of the American Studies Program at the time of his appointment in 1969 and how it developed and improved; that photography was always a part of his American Studies courses before the separately named courses; and that he was able to involve Walker Evans, who was teaching photography at Yale, in his courses. Trachtenberg did not know Hanna Gray. He was a personal friend of Bart Giamatti, and continued to support him as president even though his administrative deficiencies began to show in dealing with the union. He was also surprised to find that Giamatti was a conservative Republican. During the strike, the American Studies faculty taught off campus. Trachtenberg states that Giamatti’s conservatism did not include teaching and research however, and that he was in favor of experimental forms of “academic enterprise.” When Benno Schmidt first arrived he felt that he was an accessible and interested person, and especially interested in American Studies. Trachtenberg believes that his most serious mistake was in appointing Donald Kagan Dean of the college. Kagan and his supporters did not believe that film studies was a legitimate field and tried to stop a faculty appointment that had been approved by three departments. It was a great relief said Trachtenberg when Howard Lamar took over, and the university was in good hands.

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Trachtenberg, Betty

Betty Trachtenberg began her Yale career in 1975 as an assistant in the admissions office. She developed the Eli Whitney Students Program for students of non-traditional age or background and directed summer term admissions and freshman affairs. She was dubbed the “Landlady of the Old Campus” for the attention she paid to every aspect of freshman residential life. Trachtenberg is also referred to by the students as the Dean of Sex, Drugs, and Rock’n’Roll. She served as Dean of Undergraduate Affairs for twenty years under five deans and retired in the spring of 2007.

Betty Trachtenberg’s interview of seventy minutes covered Yale affairs from the 1970s to 2007. She was trained as a pianist at the Ornstein School of Music in Philadelphia, and continued to take and give lessons. She married Yale professor Alan Trachtenberg, when he was a student. When he got his first job at Penn State, she started a music academy there with another woman. After her husband was appointed to the Yale faculty as a visiting professor in 1969 and an associate professor in 1970, she worked at the Children’s Center in Hamden. In 1975, she took her first position at Yale directing the short-lived summer term program under Jonathan Fanton. She knew Hanna Gray and felt that she should have been president, but that Yale was not ready for a woman president. Trachtenberg worked with Bart Giamatti on a project assigned by Gray to develop a program for adults to study at Yale – the Eli Whitney Students Program. She directed the program and Giamatti and Gray were very enthusiastic about it. On Trachtenberg’s advice he advanced the traditional date of the Freshman Address so parents could attend. As she reported to the Yale College Dean she had little administrative interaction with Giamatti, Schmidt, or Levin. Still, Schmidt would call her occasionally to ask her how he was doing. Trachtenberg described Schmidt’s wife as “disdainful.” Topics discussed relating to Trachtenberg’s work included: student life, the employee union strike, apartheid and divestment, the Women’s Center, women students’ issues, the Sexual Harassment Grievance Board, fraternities, and the increasingly complex identification of student diversity.

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Trillin, Calvin

Calvin Trillin received a B. A. from Yale in 1957, and an honorary M.A. from Yale in 1988. He served as chairman of the Yale Daily News and joined the staff of The New Yorker in 1963. He also writes for The Nation and Time. Major themes include his family, food, and travel. He served as a Yale Corporation Fellow from 1988 to 1994.

Calvin Trillin’s interview of eighty-five minutes covered Yale affairs from the 1960s through the 1990s. He began by describing how his father decided that his son should attend Yale after reading Stover at Yale. As chairman of the Yale Daily News he met regularly with President Griswold. Trillin felt that Yale turned the corner slightly with Griswold and abruptly with Brewster in the right direction. Trillin served on Yale committees and the University Council to study writing at Yale; and gave talks at Master’s teas and to the Yale Daily News. He knew Giamatti before he was president. Trillin commented on his great speaking ability, stating that there are no more university presidents who are “great talkers.” He commented that serving on the University Council did not provide an opportunity to really get to know Giamatti or any president due to the narrow focus of the committees. Trillin was not surprised that Giamatti resigned – he said that he had found “a second act.” He described his own nomination for the Corporation and his support of William Horowitz, the first Jew to serve on the Corporation. In addition, he said that Horowitz was important as a “townie” representing New Haven. Trillin discussed William F. Buckley’s unsuccessful campaign to be elected Corporation Fellow. He talked about how important it is to keep Yale admission and governance accessible. Other Corporation-related topics discussed include: that Jose Cabranes considered himself to be the first Roman Catholic on the Corporation, the growing diversity on the Corporation, the honorary degree committee, selection of new Corporation Fellows, fellow member alliances, and the ability to network with other Fellows to do non-Corporation projects Other subjects covered include: Bruce Alexander’s important role, the return of Lee Bass’ gift to teach a course in Western Civilization, and the establishment of a program to fund student summer jobs at non-profits, Concerning Benno Schmidt, Trillin said that Schmidt had a condescending tone toward the faculty, that although he did not know how relate to the faculty he had “wonderful” relations with the alumni, his relations with the city of New Haven, the total surprise of his announcement to resign, and that in the end it was better that Schmidt left quickly. He spoke positively about the selection of Howard Lamar and Richard Levin. Although he did not take credit for it, Trillin said that he was very pleased that in the last fifty years Yale has moved more in the direction he wanted it to go than he “would have ever imagined.”

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Wheeler, Robert

Yale Professor Emeritus of Engineering and Applied Science

Robert Wheeler graduated from Lehigh University with a B.S. in physics in 1950. After receiving his doctorate at Yale in 1955, he was appointed to the faculty, becoming a full professor of physics and applied science in 1966. He chaired the Yale Department of Engineering and Applied Science from 1971 to 1974. From 1975 - 1978, he was Director, Division of the Physical Sciences. In 1996, he was named the Harold Hodgkinson Professor of Engineering and Applied Science. In his research and teaching he explores the relationship between physics and technology. He also served as director of graduate studies in the Faculty of Engineering

Wheeler’s interview of seventy minutes covered Yale affairs from the 1950s to the present, concentrating mainly on the complex history of engineering at Yale, as a department, a school, and a faculty. President Brewster appointed him chair of the department of Engineering and Applied Science in 1971 when after the department had recently gained ten positions, it had to cut back twenty percent. To build up the department, Wheeler initiated Saturday programs for high school students, a summer research program funded by the National Science Foundation, and teaching innovative courses for non-science majors. Topics discussed include: the recruitment of women faculty, his relationship with Dean Horace Taft; his appointment by Brewster to be director of the Division of Physical Sciences; the status of computer science in the 1970s when the physicists thought it had no intellectual merit; the relations of the Divisions with the president; the effect of the 1970s energy crunch on Yale; the 1974 Yale faculty trip to China; Hanna Gray’s termination of the Department of the History of Science and Medicine; Wheeler’s personal friendship with and admiration for Bart Giamatti; Giamatti’s weakness as president; Provost Frank Turner’s unsuccessful efforts to combine the physics and applied physics departments; Benno Schmidt’s apparent lack of interest in the faculty; the demolition of Maple Cottage; and the work of the faculty committee on Buildings and Grounds under Benno Schmidt.

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b. 1, f. 85

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Wilkinson, John A.
Secretary of the University, 1981-1987 June.

After graduating from Yale College in 1960, Wilkinson worked for Yale for twenty-one years, 1960-1974 and 1981-1987. While studying for a Yale MAT degree awarded in 1963, he served as Assistant Dean of Freshmen and Assistant Master of Ezra Stiles College. From 1963-1974, he served as Dean of Stiles College, Assistant Dean of Yale College, and Associate Dean of Undergraduate Affairs. He left Yale in 1974 to become headmaster of the Hopkins School in New Haven. In 1979, he returned to Yale as University Officer for Development and Alumni Affairs, and in 1981 was appointed Secretary of the University. As Secretary he was Yale's chief liaison with the City of New Haven and represented Yale's administration on many issues of concern to on- and off-campus groups. In 1987, Wilkinson resigned to take a position as headmaster of the Germantown Friends School.

Wilkinson’s first interview of 100 minutes covered Yale affairs to 1984. He was a Yale classmate and friend of President A. Bartlett Giamatti and comments extensively on his personal relations with Bart and Toni Giamatti. In 1979, Giamatti persuaded him to accept an appointment as the officer for development and alumni affairs. When Sam Chauncey retired as University Secretary in 1981, Wilkinson replaced him. A friend of Abe Goldstein who served briefly as provost, Wilkinson discusses the reasons for the provosts’s controversial resignation. He provides in-depth commentary on the importance to the faculty of a Yale president who is selected from the faculty, Giamatti’s strengths and weaknesses as president, the responsibilities of the secretary as deputy president, his work for the Yale Corporation, and the value of his New Haven experience and contacts that maximized his ability to work with the City of New Haven. Wilkinson provides specific information on Robert Brustein’s stormy deanship of the Drama School, the issues of divestment and apartheid that led to the construction of the Shantytown in front of Woodbridge Hall, the institution of Communiversity Day, women who served in the Giamatti administration, and Giamatti’s relations with the Yale unions. A future interview will cover the 1984 Yale Strike through the first year of President Benno Schmidt’s administration.

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Woodsum, Harold

Director of Athletics, 1988-1994; Corporation Fellow, 1979-1988

Harold E. “Ed” Woodsum graduated from Yale College in 1953 and from the Yale Law School in 1958. He later attended Westbrook College and earned a Doctor of Laws degree in 1991. He was co-founder and partner in a law firm from 1965-1988. Woodsum served on the Yale Corporation from 1979-1988, when he was appointed Director of Athletics.

Ed Woodsum’s interview of ninety minutes covered Yale history from the 1950s to the present. Woodsum, the first in his family to attend college, was recruited by alumni in the Portland, Maine area to attend Yale due to his football ability. After graduating in 1953, he served in the army. Following that he was offered a professional football position, but decided to go to the Yale Law School. While practicing law, he maintained a connection with Yale by serving on the Athletic Advisory Committee. He first met Bart Giamatti when they served together on Kingman Brewster’s committee to assess and improve Yale athletics. Hanna Gray was provost at that time. Brewster also asked him to serve on the committee to select a new athletic director to replace Delany Kiputh. Woodsum greatly admired Giamatti especially his great speaking ability, and in 1979 when Giamatti asked him to serve on the Yale Corporation he was surprised and delighted to accept. He and Vernon Loucks, the other new Fellow, who had both played end position on the football team and sat at opposite ends of the meeting table, were referred to by the other Fellows as “the lonely ends.” Woodsum discussed at length his work on the Committee for Investor Responsibility mainly on investments in South Africa, his relationships with Cyrus Vance, Desmond Tutu, and the Corporation’s confrontations with the Yale students. He and Giamatti supported the Yale position to retain investments in companies that complied with the Sullivan principles. The Corporation did not interfere in union negotiations, but Woodsum felt that they were not handled well by the administration or by Giamatti. He felt that they were handled much more professionally by the Schmidt administration. Woodsum described his decision to accept Benno Schmidt’s request that he serve as Director of Athletics in 1988, one that he at first declined, and the role of Henry Broude as the president’s advisor. It was Woodsum’s mission, working within the Ivy League guidelines, to maximize the recruitment of the best athletes possible. Yale’s advantage within these limitations is its status as a world-class university. He also discussed his service on the committee to select Schmidt as president; Schmidt’s success as a fundraiser; and Schmidt’s lack of ability to communicate or seek advice. Woodsum described Lamar as a calming man who threw oil on troubled waters; and Levin as very supportive of athletics.

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