June 10, 2014  
CSO’s Hay Beach home, 1:45 – 3:25 PM

Charles S. Olton, VP and Dean of the Faculty, 1977-1987, during most of the administration of Jacqueline Mattfeld and the first half of that of Ellen V. Futter  
  
CSO – JAM’s first recruitment as president; she with very clear agenda and open about same;  
Wanted a man; rest of senior administrators women; later figured out she wanted someone to deal with “man’s man” George Fraenkel – a pretty accurate judgment  
  
Other candidates?? Not aware of any outside candidates. JAM told CSO that Rem Patterson at the end volunteered to stay on; not a serious matter  
  
JAM to CSO – Your responsibility not to have CU kill off Barnard through the tenure mechanism;  
CSO came with some real administrative experience --  
Ready to leave Union and a for academic affairs; vp for academic affairs for one year – OK for learning the mechanics of administration but public sector not appealing – Jackie regarded this as important because she came to her job without broad exposure to academic administration

Tenure? JAM assumed CSO wanted it; not so. Cooled on the whole concept by experience with unionized Buffalo State faculty in the instance of an anti-evolution biologist; overruled by president  
  
Left administrative job at Buffalo State but kept his tenure; not proud of that move  
  
Jim Caraley query: Why didn’t you want tenure? Jim saw it as insensitive to senior faculty not to seem to care about it. CSO took his point.

CSO lack of interest in tenure fine with Jackie  
  
“She paid me very well.” And a free apartment  
“Every time I talked with her, during the recruitment process she raised my salary.” [Jim Caraley OK with CSO being well paid; makes the faculty pay go up accordingly] My annual salary increas3es were also generous, as were faculty increasesd (this was during a time of very high inflation.

Pleased to be coming to NYC after Schenectady and even Buffalo (symphony aside)  
Fabulous appointment for me – I hope good for Barnard  
Chance to work with two sui generis presidents  
EVF a driven person; a lot of discipline

On EVF ‘s 3rd day as acting president CSO sent her a copy of his in-kind response to a typical George Fraenkel assault on a BC tenure nominee;   
CSO “This is what I do.” EVF: “Not anymore.”  
CSO: “Wow, a new style being introduced by an activist president…”  
CSO gets a meeting with GF to let him know that the game had changed  
[Query: Did the tenure case situation after this yield more positive outcomes for BC??]

Answer: Not really—less nasty memos, more face-to-face chats, more gentlemanly atmosphere, but few changes of position (both sides).

Big part of CSO job carrying tenure cases to CU  
Duncan Foley explaining the CU point of view: the Chaucer expert at a major university needing to focus on Chaucer and his Chaucer PhDs who ask Chaucer-related questions of him and need conservative advice; undergraduates are by their nature interdisciplinary. They seldom ask sophisticated questions, but draw on other academic experiences, which encourages professors to respond and think. in interdisciplinary way.

[I assume you would not use her name in a public way]: Sylvia Hewlett not getting tenure at BC; rejection the best thing that ever happened to her….

BC tenure conundrum – had its positive aspects: higher scholarly threshold; allowed Barnard to turn over of faculty; cheaper, too, though saving money was never a goal! [note that the danger was that the BC ATP Commiuttee sometimes supported cases it probably knew would die at CU , but it could could avoid taking responsibility for unpopular decisions. Passing them along anyway] **NOTE: MY EMAIL TO YOU OF 7/13/14 IS RELEVANT HERE.**

CSO impressed with quality of BC faculty – and with their being underpaid

Jackie’s firing: Linked to her determination to getting Barnard faculty better paid (“parity”?)  
“Doing magic with the pay of the faculty and administration”  
  
How? Use of CU reimbursement for BC faculty graduate teaching to increase the percentage of increase for BC faculty – meanwhile, percentage reported to BC trustees did not include that amount  
So board approved 6% increase but JAM could report and deliver higher % to faculty

“When board decided they could not bear her, they fired her.” CSO believes that this decision was made before they fully reckoned with these manipulations. When CSO made it in his presentation to the Board how the salary-increase pool was constructed, the revelation was viewed by the Board as scandalous. confirming its prior decision to fire JAM.  
  
Next day --BC lawyer Max – Gwashington’s birthday visit to Max’s office Max: “Jackie lost her job… and some of the board think you were in on the salary scandal that you outlined to them.”  
Is there a memo that CSO –“I assume the board understands how this works.”   
  
[Jackie fired two days before GW birthday in 1980??] [I assume this is so, but the timing may be slightly different. By the time of the Feb 22 salary meeting, she was gone (otherwise, of necessity, she would have been there, and I would not have been there).

Fog on the JAM presidency – not a failed presidency – but NOT TRANSPARENT! Max told CSO (at the next-day meeting) that the Board felt betrayed and was looking for villains.  
  
Christine Royer reported directly to JAM and was tasked with expanding size of entering classes; OK with Christine who under pressure from JAM; and CSO didn’t fight this  
[BMc – faculty didn’t either….]

Bigger view proposed – Barnard in a way unprecedented in its prior history comes to be run by trustees at the end of JAM presidency and the installation of EVF as a trustee??  
CSO: “You’re right.” The Board never (to my knowledge) sought decision-making authority, but in its fiduciary role it was clearly much more comfortable with one of its own as president after the uproar over JAM’s stewardship.  
  
Gedale Horowitz – comment to CSO that trustees falling over themselves to hire JAM; no  
skepticism in evidence  
JAM style with board – half a ream of board prep (no Whether intentional or not, this approach overwhelmed the Board, especially when delivered late, as was the usual practice

Barbara’s stint working for JAM to straighten out office:  
On one occasion JAM asked Barbara to critique a CSO policy memo. Triangulating a reprehensible but frequently invoked JAM managerial strategy – familiar to her Brown colleagues….

BMc – JAM search committee nervous about being able to find any takers…  
  
Arthur Altschul’s distrust of JAM; but Helene Kaplan did know what was up – blunt and effective  
HFK to CSO on recommendation letters for JAM after the firing – Just answer the question asked – and only that. No obligation to discuss issues not raised by questioner,….

Is EVF taking directions from a few trustees?  
Bill Golden, for sure. Helene Kaplan more discreetly.  
EVF – Knew her tenure depended on serving the trustees, not the faculty. Having served Barnard with the trustees, but not with the faculty, she had a good feel for the former, less with the latter, but she worked hard at understanding faculty and academic issues. And CSO worked hard at helping her.

CSO liked among his CU counterparts both Don Hood and even more, Fritz Stern (“a gentle George”).

“Every college has issues, and BC’s big issue was its relationship with CU.

An Ellen subject: on announcement 1/81 of going coed – CSO thought it a challenge and so did EVF  
Her decision to try to refresh the curriculum – nothing there at a time to write home about – especially the general education component. Improvements serviceable but impact greater for it engaging the faculty in determining college’s response to this external challenge

EVF’s 9/11?? – EVF took it as a challenge and willing to focus on curriculum which was not her bag.

[Barbara’s fall kept CS from attending party to celebrate curriculum committee’s celebration event– EVF bothered by his absence.]

CU decision to go co-ed; BC decision to go it on its own 🡪 consistent with “Sears strategy”: two stores selling the same goods in a suburban mall will draw twice as many shoppers as a mall with one anchor store.  
 Barnard could make it in a competitive environment….

Mike Sovern as president-elect [1979?] reaches out to JAM to meet; JAM brings CSO along at first meeting; Mike surprised by CSO’s presence – JAM insulted MS-- > ”Well, that’s an opinion a man would have…”  
Mike to CU trustee – What’s her story? Exchange communicated to BC trustees … JAM days numbered

“Ellen contributed a great deal to the College. Organizationally, administratively, financially. Not academically, but didn’t pretend to….”

BMc query: Martha Peterson’s problem?  
Possibility: MP not all that excited about women’s center issues, whereas Elly Elliott was…  
CSO on MP: Her student-services background and non-New Yorky personality; but recognized by ACE folks But note: CSO wasn’t at BC then,  
  
CSO confronting CU women critics of her Sears testimony – impressed by Roz’s courage  
Followed by denunciations – “We understand that your research supported

Sears’ side of the argument, but why did you testify on Sears’ behalf? Her opponent in the case -- Harris?

Union College incident: lunch with non-history colleague draws criticism of History department chairman –“Aren’t we historians good enough for you??” 🡪 led uneasiness about faculty career and eventually to ACE fellowship

CSO at Swarthmore one-year experience with Bob Cross  
His strategy: “Say yes to all proposals…” A very ineffective president in that environment.

JAM – “Could not cross Broadway without feeling faint.”

3:25 PM

Post-interview snippet  
Helene Kaplan and Susan Soros after $1000 gift – “We were expecting a major gift…”  
Soros resignation

Bob McCaughey transcript -- 7/11/2014  
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