

**INTERVIEW WITH J. HOWARD OAKS
VICE PRESIDENT HEALTH SCIENCES CENTER**

December 23, 1987

Dr. Hartzell: Interview with Howard Oaks, Vice President Health Sciences Center, in my office, December 23.

Dr. Oaks:

Dr. Hartzell: Yes, I saw him at his home. Why did you suggest him?

Dr. Oaks: Because he, I think, as a Trustee still, one of the Trustees involved for the longest period of time, and another, he had a particular involvement in the creation of the Construction Fund.

Dr. Hartzell: Yes, okay, let's go ahead with the questions down to a certain point, and then you can fly as you like after that.

Dr. Oaks: Okay, I need to leave about twenty minutes after two. I have no watch so I'll have to count on you.

Dr. Hartzell: That should be enough time, I think. Just watch this little light

Dr. Oaks: The little red one.

Dr. Hartzell: The little red light, and when it goes off, let me know and we'll stop. All right, question number one, name, department, rank or position.

Dr. Oaks: I'm Howard Oaks, Vice President for Health Sciences, Professor of Dental Medicine.

Dr. Hartzell: Two, what year did you come to Stony Brook?

Dr. Oaks: I came July 1, 1968.

Dr. Hartzell: And how old were you at the time?

Dr. Oaks: 38.

Dr. Hartzell: From what institution and position did you come?

Dr. Oaks: I came from Harvard where I was acting dean of the dental school.

Dr. Hartzell: And your position here was what?

Dr. Oaks: I came here to be dean of the dental school.

Dr. Hartzell: Who was primarily responsible for your coming to Stony Brook?

Dr. Oaks: Edmund Pellegrino, who had invited me to come as a consultant in 1967 and subsequently offered me the position as dean in the spring of 1968.

Dr. Hartzell: Okay, who interviewed you for the position here, I suppose he did?

Dr. Oaks: Ed Pellegrino did, John Toll did, and Al Knudson who was the other professional involved in the development of the health center at that time.

Dr. Hartzell: Incidentally, do you know where he is now?

Dr. Oaks: I'm sorry, I also spoke to Bentley Glass when I came here the first time. Al Knudson I believe is professor today at the University of Pennsylvania. If not, he's professor genetics at the University of Texas Medical Center at Houston.

Dr. Hartzell: I see, okay. Why did you come, what factors were important in your decision?

Dr. Oaks: I believed that Stony Brook was on its way to being among the best of the public institutions in the United States. I had read and been favorably impressed with pieces that appeared about Stony Brook in *Science*. I knew about, a good deal about the plans for the development of the Health Sciences Center and its relation to the general University campus. I found all of those to be attractive and consistent with my own goals in education. I also had decided that private, that there were no circumstances under which I was going to stay, so I was willing to consider, I was interested in the possibility of leaving. I had spent all of my previous life in the private institution, and I believed that the future of health professions education, and certainly dental education, was much rosier in the public than in the private sector and so I was interested in coming to a public institution. I was also interested in coming to a new one.

Dr. Hartzell: Okay, you've covered this somewhat, what was your

Dr. Oaks: I should stop, there were several ideas about the development of the Health Sciences Center and its relation to the rest of the University that were very attractive to me. The highly integrated nature of the Center, the expectation that it would

have uniquely close academic relations with other disciplines outside of health sciences were things that I had been interested in before I'd ever heard of Stony Brook, but which I saw as strong parts of the program goals here. I was also impressed with the state intent to develop not only Stony Brook but a first-rate system of public higher education. Personal factors regarding those decisions that had nothing to do with the nature and the character of the University itself; I had been commuting a long distance into Boston and with a wife and five children as I looked at the conditions that were being offered to me, this was not the first dental school deanship that I had considered, I was interested in going to a university where I would like to live. That ruled out from a personal point of view at that stage of my life an urban institution or a great deal of commuting. I said to my wife when she expressed astonishment and dismay that anyone would essentially make a lateral transfer from Harvard to any other institution since I'd been offered a position as dean at Harvard a day before I was offered the position here. I told her that one of my interests was in working in a new university that I'd be pleased to have my children go to. I saw the opportunity as an opportunity to help build a university of first quality, those were important things to me.

Dr. Hartzell: What were your impressions of Stony Brook when you first came, the campus, the people, the leadership?

Dr. Oaks: First, the people. Individuals with whom I had the greatest amount of interaction, both as a consultant in 1967, and later when I was offered a position, was Ed Pellegrino. Like so many others I was much taken with his dynamism, with his ideas about health professions education, his concern and support for disciplines other than his own, namely other than medicine, and with his personal qualities. I saw him as a person that would be easy and exciting to work with. I knew a lot about Ed Pellegrino because one of my close friends was the dean of the dental school of Kentucky when Ed went there as professor of medicine and at the time when I was considering the position here, he had become the vice president for administration at the university. So I had heard about Ed from people whose opinions I held in the highest regard. The other person with

whom I had some interaction, but very much less, was with John Toll. My interaction with other individuals on the campus was not of any great consequence in my own decision. I found John to be also exciting, dynamic, committed to the same objectives that I was committed to and sympathetic to the interests that I realized I would represent, namely to building a first-rate dental school in a new academic health center in a new university. My interaction with those two individuals was a strong, positive factor. Had my interaction with particularly Ed Pellegrino, probably to a lesser degree John Toll, had been the reverse, I would have not come here in spite of the institutional potential that I saw here. I had been in dental school administration for eight years; I've had a fair number of close relatives who've university presidents and the like, and I understood the importance, especially in a new institution, of cordial personal interactions. What did I think of Stony Brook as a place, well, John Toll asked me in the first three or four minutes what impressions I had of Stony Brook. He knew I had been here several times as a consultant, a legitimate consultant, helping in facilities and in academic planning and so he recognized that I had seen more of the campus and knew more about the place than might the situation with someone who was making their first visit, having been offered a position. I told John that I didn't think he really wanted an honest answer. He said he did, and he said no he didn't want an honest answer. If I thought he hadn't, I would have had reservations. I told him that the day before I had been at the University of California at Santa Cruz and did he really want a comparison of Stony Brook with Santa Cruz, a comparison aside from that of the health sciences center has a legitimacy of two new institutions in vigorous public universities committed to very high quality. Of course I drew a comparison that in some measure in some ways were unthinkable. The Santa Cruz campus had probably fewer students than Stony Brook did, it had taken what I felt was spectacular advantage of a handsome sight, and I was dismayed to see how the University had developed what I could recognize by looking at the woods to be not quite as spectacular but certainly a first-rate university site in every respect. One of the things I was impressed with was that most of the people who held senior administrative positions

at the University had very little administrative experience. They may have been intellectual first-rate scholars but by the standards by which I would have judged competency as university administrators, they were almost completely inexperienced. John Toll had been here for perhaps three years, and aside from being a department chairman, had had no comparable experience, same thing was true of Ed Pellegrino. And I thought that unusual. I recognized it contributed to an open mind, but I also was concerned about whether the people who were managing the institution knew a lot about managing -- I was not terribly impressed with the state of development of the campus and the way in which I thought the institution was managing the extremely difficult task of simultaneously operating one University while on the same premises building another, an extremely difficult task. I, of course, had come from a very old stable institution which had never gone through anything comparable, but where there were a large number of people who had between decades and millennia of experience in developing and managing an institution. I thought that the campus very much lacked the mature and sophisticated university administration. I think if it had had as its senior non-academic administrators people with a less time of institutional experience perhaps including solving the problem of building and operating the campus elsewhere because it had been done elsewhere in the United States, then Stony Brook would have a much, much easier time during its first days. None of that had a profound effect on what I did as dean of the dental school or for that matter in a direct and painful way on the Health Sciences Center. For the first four years or three years that I was here, it was a time of planning and construction and recruitment and development efforts and the problems that the campus was having in operations, in building and so forth like that had very little effect on the Health Sciences Center. Nonetheless, I was dismayed to see that characteristic of the institution.

Dr. Hartzell: That's true. I presume you read the Muir Commission report.

Dr. Oaks: I did. The report was sent to me in 1967 by Ed Pellegrino when he asked me if I would serve as one of the two consultants for the development of the dental

school program, really one of the three. One of the people on the Muir Commission was Joe Volker, who at that time was the president of the University of Alabama.

Dr. Hartzell: That's a new name to me.

Dr. Oaks: I think he chaired the portion of the Muir Commission report that focused on dentistry and wrote the chapter on dentistry. I knew him quite well. He subsequently, I'm sorry, I've mixed up. At the time when the Muir Commission report was written, Joe Volker was probably either the dean of the dental school at the University of Alabama or the vice president for health sciences at a time when only the health units existed in Birmingham. He subsequently became the president of the University of Alabama at Birmingham when the health units became the nucleus of the general University campus very much like ours and later he served as the first chancellor for the higher education system in Alabama when it was organized. But Joe Volker was a dentist heavily involved in the Muir Commission initial studies. I knew about the study from him, he was a member of the Harvard Visiting Committee to the medical school and the dental school. I knew him quite well independent of anything to do with the Muir Commission study; but he had talked to me about the place and others of us in dentistry who were interested in what was going on at Stony Brook had high hopes for the school. So, after the report was published, I got a copy of it, and I read it and I read the chapter about the development of the Health Sciences Center at Stony Brook. It was four years later in 1967 when I was asked to come here, along with Joe Volker and Al Morris, then the dean of the dental school at Kentucky, to provide consultant services about the program and the facilities. I've referred back to the Muir Commission report many times, most recently in the introductory paragraph of the memorandum to Jack Marburger in which I sketched out the process we now use in 1987 for creating a new master plan for the Health Sciences Center essentially to be completed next year, twenty-five years after the Muir Commission report. The first sentence essentially introduces our current master planning process by reference to that document. The document spelled out what the Health Sciences Center should be like: the number of programs, their size,

....., and the development of the Health Sciences Center to this date has largely been the implementation of the Muir Commission report. When you look at the Health Sciences Center today following the Muir Commission report as your focusing device, the Health Sciences Center today is what the Muir Commission report said it should be. One of those astonishing events that so rarely occur when somebody developed a rational plan and then implemented it.

Dr. Hartzell: Muir and Lester Evans came into my office in, I think, the fall of 1962 - - I hadn't been here more than about two months -- unannounced, and told me what they had in mind and I got quickly our Executive Council together and talked at some length with them. The report came out in 1963. Okay, what events, what persons, what experiences stand out in your mind?

Dr. Oaks: Well, in a sense I've been here since the creation of the Health Sciences Center, and so the real answer to that is thousands of people and events. I consider myself very fortunate to have been along for this exciting, in my case, nineteen year ride. An enormous amount has been accomplished here and every bit of it has been personally rewarding and stimulating to me and very exciting. During the entire period tragically said to myself how fortunate I was to have landed here at that time and been swept along by these events. Shortly after I came Sam Gould invited Ed Pellegrino and the rest of us to have dinner with him at the University Club, this was probably 1970, maybe 1969. We were worried about getting the resources to start the educational programs on the schedule that had been laid out in the SUNY master plan of 1965, I guess that was. I can remember Sam Gould saying there's an inevitability to Stony Brook, and I think he was right. It was very exciting, the details, the specific responses would be so numerous that I'd have to sit and organize it and you'd have to tell me how many words I was limited to, and if it was as few as 5,000, it would take me a long time to get it down. When I became Health Sciences vice president, when Ed left I became acting vice president in 1973 in the fall, I inherited his budget proposal from the summer of 1973 which included a base budget for the Health Sciences Center of a little bit less than \$4 million. I forgot

what the request was for the next year, but the Health Sciences Center budget now is about a quarter of a million dollars. A lot of exciting things happen when you go from \$4 million to \$230 million, which is what the Health Sciences Center budget probably will be by the end of this year.

Dr. Hartzell: I'll have some questions about that. You've answered ten, I guess, what was your understanding of your own place in the future of Stony Brook, why do you think you were appointed, I think you've covered that pretty well.

Dr. Oaks: Well, I saw my role when I came here as primarily the development of a new dental school in a new academic health center. That was an exciting opportunity. I understood I think fairly clearly what that entailed. I'd been in dental education full time for twelve years. I'd been in a senior administrative position where I'd worked before for eight of those years. I was on the National Institute of Health Committee that was giving away all of the money to build new academic health centers. I'd been part of every dental school in every academic health center in the United States and paid particular attention to the good dental schools and the new institutions. While I felt very wet behind the ears at age 38 coming to a position that I felt that one ought to come to only after about 25 years of that kind of experience, I thought then and in retrospect I still believe that I understood what I was supposed to do to create a first-rate dental school, also believed and think that the University expected me to play a modest role in the development of the University as a whole, for there wasn't anything unique about my background or experiences or interests or talents that qualified me for that but I sensed that the state of the development of the institution, its newness, its openness and the fact that people were coming from all over the world to create this new institution meant that there was a particular obligation on everybody, but certainly on the senior academic administrators to contribute as widely as they possibly could. I realized as I worked with people here, and as I said, many of whom were extremely talented people that had not had a decade or a lifetime of experience in university administration that the University needed a lot of that and so the opportunity for me to put in my two cents' worth and help in planning things

that weren't directly related to the dental school where I felt were important to the University and that drew on me through interests or personal experiences that I'd had before I came here was part of the excitement of being here.

Dr. Hartzell: Were your activities confined to Stony Brook campus or did you have relations outside with Albany or elsewhere?

Dr. Oaks: They were certainly not confined to the Stony Brook campus. During the period that I've been here, and particularly during the earlier parts of it, I've spent a great deal of time in Albany and a great deal of time in Washington. I was reminded of that, I think in 1972, when I was sitting on an airplane and stewardesses asked us to fill in a customer survey, they were designed to find out how satisfied we were with their service. So the first question was 'how many individual airline flights have you taken during the past twelve months?' It was right before Christmas, and I like to answer questionnaires, and I tend to do so in a rather literal fashion. The definition of a flight would have meant any ground to ground trips, so if you were flying to California and stopping in Chicago changing airplanes, as I recall, that would have constituted two flights not one. I took out my appointment book and as best I could I reconstructed the number of flights I had taken in a literal fashion, it was around 270 as best I could estimate it as a reflection of the degree to which travel, primarily to Albany and Washington, but also Chicago where the architects were, and on behalf of the federal government all over the United States. So I spent a lot of time away from the campus, most of it working on things relating to the Health Sciences Center or more specifically to the dental school, but I did a lot of professional travel related to my own professional career and to my position on the NIH that gave out health profession instruction money.

Dr. Hartzell: Okay.

Dr. Oaks: In Albany I was fortunate to have interactions with practically everybody that figured significantly in the Health Sciences Center, except for the Governor, after I got here; never had any direct dealings with Governor Rockefeller or with Norman Hurd, who was then the director of state operations, but at one time or

another had very direct workings with other directors at state operations, with the budget director

Dr. Hartzell: Who were they, remember?

Dr. Oaks: Axelrod when he was the director of the education unit, with Red Miller when he was the director of the budget in 1970's, Paul Veillette, subsequently with Alec who is now the head of the education unit, with all their staffs. From time to time with the heads of other major budget divisions, with the mental health and mental retardation in the health units. Because of the scope of activities in Health Sciences Center we've had regular interaction with parts of the division of the budget that the rest of the University would not interact with at all, and for that matter with parts of state government, with the heads of OGS and a number of other agencies. Extensive interactions with the office of mental hygiene, office of mental retardation, developmental disabilities and with the health department. A good bit, of course, with the Construction Fund as well. Some with Adinolfi before he died and subsequently a great deal with Oscar Lanford and Hank Dullea when they were legislative aides to the education committees in the assembly, that goes back to the sixties, continued to have interaction with Hank in all the capacities in which he served and of course we interacted

Dr. Hartzell: Where is he?

Dr. Oaks: He's now director of state operations, the division Norman Hurd had to Rockefeller. And of course I've had frequent interactions with everybody in the central administration and with many of the Trustees, particularly closely with Jim Warren, with Beth Moore, with Don Blinken, with Judy Moyers.

Dr. Hartzell: All right, at some point and I don't know whether this is the point or not, I want to ask you how much support you've received and how much understanding you felt you had from the central office and the Governor's office?

Dr. Oaks: I have personally felt that the understanding and the support from everyone in the city of Albany, with perhaps just a few exceptions from time to time, has been exemplary. I felt that when Rockefeller was Governor, when Carey was Governor,

they personally understood and were interested in what was going on in the Health Sciences Center, and Hugh Carey would come to Long Island on business and his wife would come with him, they would come to visit us; and his wife told me on one occasion that she particularly liked to come to the Health Sciences Center and tried to do that whenever the Governor was on Long Island and that he himself encouraged her to come. Well, I saw that as a reflection of the understanding and the commitment to the Health Sciences Center by the Governor's office. Certainly we had tremendous support from individuals who had been in the position of director of state operations. I think we have also had very good support in the Health Sciences Center from the division of the budget, from everyone in the Legislature who was in any way involved with higher education or with health, and that that support in the legislative and executive branch is still very strong and it's of the utmost importance for the center and operational requirements. Some of the individuals who occupied positions of importance to us I think are probably unique and have been unique on the American scene in their understanding of health sciences and their interest and support for the Center. From a system which regularly grouses about the support that it gets from its own central administration, from the division of budget, from the Legislature and from the government, you won't hear that from me. To be sure the bureaucracy is difficult, glacial, but although that fact has delayed things, required justification and sometimes it seemed to be endless and even unproductive, first, last and always there has been tremendous support for the Health Sciences Center from anybody in the city of Albany.

Dr. Hartzell: Now who else should I interview to get that point of view from the other side, from those

Dr. Oaks: I would interview Hank Dullea, currently director of state operations; but Hank's been vice chancellor in the university system on a few occasions and he's been the Governor's secretary for education and the arts, and he's held key positions as a legislative aide early in his career. Governor Carey himself played an important roles in the decision to lead ahead with the dental school when it's future was somewhat troubled.

Kevin Cahill, who was his secretary for health as well as his family physician, not a government professional, was significantly involved.

Dr. Hartzell: Where is he?

Dr. Oaks: You'll find him practicing medicine on Fifth Avenue. If he weren't dead, you'd certainly want to talk to Red Miller, because he made the decision about the size of the University Hospital, a decision that was crucial to the hospital being built at a time when there was serious reservation about the hospital. And you would have certainly wanted to talk to Jim Kelly, but unfortunately those two individuals are both dead. Jim was the executive vice chancellor at the University when Ernie Boyer was the Chancellor and became the acting chancellor after Ernie left, served in that position until Cliff Wharton became the Chancellor.

Dr. Hartzell: And you say is Red Miller dead?

Dr. Oaks: Yes.

Dr. Hartzell: I see.

Dr. Oaks: He was director of the budget I think when the Governor was a Democrat and probably the first deputy when the Governor was a Republican. He's been a professor of business at Maxwell, and it was said for many years that Red Miller was the only person who could put together the New York State budget. A gruff, no-nonsense guy who I think a lot of people felt gave the University perpetual conniptions, but when an important decision had to be made, it was Red Miller's to make, he made the decisions, and it seems to me that his were pivotal to the development of the physical facilities, that he was well informed and for all his gruff and bureaucratic and political appearances was a smart, savvy sensitive person who supported the Center. It's too bad that some of those people are gone and their observations about Stony Brook gone with them, because there are a half a dozen or so people who played an essential role from the positions they held in Albany in the development of the Center.

Dr. Hartzell: All right, let me see, Kelly, Red Miller

Dr. Oaks: Ernie Boyer, did you talk to Ernie Boyer, you certainly want to talk to Ernie Boyer.

Dr. Hartzell: Yes, I will. Now he is in Princeton or Philadelphia now.

Dr. Oaks: I'm not quite sure where.

Dr. Hartzell: What was his role?

Dr. Oaks: Ernie was executive vice chancellor when Gould was chancellor. After Gould resigned, Ernie was appointed to, I think, the position of acting chancellor and shortly thereafter chancellor and he served in that position till he went to be Commissioner of Education in the federal office of Education. So he was the chancellor, here I'm going to guess the years, probably from 1972 through 1977. Ernie was supportive of the development of Stony Brook and of the Health Sciences Center. He had the misfortune to be the Chancellor during the New York City financial crisis which became a state financial crisis which became a Stony Brook financial crisis. I always used to say at the stage that the State University is a tenth of the state budget and Stony Brook is a tenth of the State University budget, so when the state got, to borrow that old hackneyed phrase, when the state got a cold, Stony Brook got pneumonia. And Ernie was the Chancellor during the SUNY and state financial crisis. One of the smartest things that he did, one of the smartest things he could have done he did. Shortly after he was appointed Chancellor, he recruited a man by the name of James Kelly to be the Executive Vice Chancellor, that was a position he had had himself before he became Chancellor. Jim Kelly had been the controller of the Department of Health, Education and Welfare when the Democrats held the White House. He had been the controller of HEW under Kennedy and Johnson, he was the controller of HEW when Medicare and Medicaid were legislated and administered. He then on retirement from federal service became the Executive Vice Chancellor for Georgetown University, was directly involved in their academic health center, which included the hospital, medical school and dental school; and Ernie recruited Jim to come to the system as Executive Vice Chancellor. It appeared to me that the way Ernie operated the University during the period of time when

he was Chancellor was he was primarily the outside man and Jim Kelly was for, at least not academic purposes, the inside man. There were a series of chief academic officers during that period of time, which was after Harry Porter left the system. By that time the development of the Health Sciences Center was primarily not an academic development, which is to say, all the academic things were in place, it was primarily a fiscal and a physical development. We were in the midst of spending enormous amounts of money to build this spectacular complex. Jim Kelly was not a health professional by background, he was a lawyer by background, a public administrator, his own professional career in the federal government, subsequently in Georgetown, meant that he knew a lot about the health education, health sciences, the health professions. At the time that he came, he was the director of the national study being conducted by the Institute of Medicine of the National Academy to determine the cost of health manpower education and subsequently to determine the cost of residency education. So Jim was immersed up to the top of his head in the financing and delivery of health care. From our point of view there couldn't have been a better person for Ernie to have appointed. They were sitting right on top of all the things on behalf of the University that were of primary concern then. I'd known Jim before he came to SUNY, and he was a tough, smart, savvy person, but an excellent person to work with or for, and he did a tremendous amount for the Health Sciences Center during the period of time when its physical facilities and its budget were growing just by leaps and bounds. He subsequently retired after Cliff was appointed and then died a year later. That's a long answer to your question 'did I have any involvement with people in Albany?' Yes, a great deal and they were very supportive.

Dr. Hartzell: I wish we could say that for some of the other phases of the University.

Dr. Oaks: I wish that more people at Stony Brook and in the University felt that they could say it in general about the support for the whole system, the whole campus, as well as the Health Sciences Center. Both my perspective or my personality or my interaction with people in Albany was different, and I felt very strongly that, with some notable exceptions, we had very strong support and that support was essential to the

Health Sciences Center becoming what it was. It is interesting to compare the Health Sciences Center at Stony Brook with the other new medical schools or academic health centers that were cast upon the American scene during the same period of time. By that period of time I mean in the last thirty years. A number of new medical schools started in the 1960's and in the 1970's, probably twenty. If you go back to the late 1950's, the University of Connecticut, the University of Massachusetts, Albert Einstein, Mt. Sinai, New Jersey College of Medicine and Dentistry, those are those that are north of Philadelphia. And similar developments were going on everywhere else in the United States. If you can look at what the Health Sciences Center at Stony Brook has become since that period began, you could arguably say that Stony Brook is the best and most diverse and most strongly supported and highest quality of any of those new institutions. It has quickly by everybody's standards in medicine, in dentistry, in allied health, in nursing, in social welfare, from the point of the view of the hospital, from the point of view of education, research or patient care, shouldered its way into the first rank of American academic health centers. There is only one other new institution that could lay claim to that and that is a much simpler institution and that is the University of California Medical School at San Diego, which is a first-rate medical school. But I don't think that there is anybody who would argue with the fact that those are the two institutions that went from a dream to being first-rate institutions in roughly that thirty year period, so I'm dating back to the late 1950's. You go back to the late 1950's because it was about that time that there was a first articulation of what was perceived as the national need for a major expansion in health professions education and the provision of health care, the national commitment to research. The creation of the National Institutes of Health and the beginning of big growth in the funding of research went back a few years before that. It was the period right before and after 1960 in which those national goals are articulated in medical education and then health professions education expands so tremendously.

Dr. Hartzell: Okay, now, I've got some special questions here, let me run through them before

Dr. Oaks: Okay, don't rush.

Dr. Hartzell: I want to check these out. I'm thinking of the early planning and construction and building, that is both construction and staffing, of the Health Sciences Center. Who else should I talk to about that? I know that Elliott has left.

Dr. Oaks: I would suggest that you talk to each of the deans who were first recruited, I'm one of them, Ed McTernan would be of valuable help is second, and he's the senior dean. You want to talk to Marvin Kushner because Marvin became the dean of the medical school before Ed Pellegrino left and was the dean up until this summer. Ellen Fahy who came here to be the dean of the school of nursing, I think Ellen came in 1969; she's now the dean of nursing at the University of Minnesota in Minneapolis. Sandy Kravitz who came to be the first dean of the School of Social Welfare, he's now professor at Florida Atlantic University in Miami. If needed any of their phone numbers, if you just gave me a call, we can give them to you because we probably have them on our rolodex. Peter Rogatz who was the first director of the hospital.

Dr. Hartzell: Is he still at North Shore Jewish?

Dr. Oaks: No, he is, I'm not exactly sure what his current professional position is, but he's still active professionally, has been primarily as a consultant, and again we can give you his phone number. You might talk to Michael Elliott because he became the hospital director during the final stages of construction and the opening of the hospital. I think he's executive director maybe at Lenox Hill, one of the hospitals in New York City now. Again we can find him for you if you needed his assistance. So that's the -- you want to talk to Arthur Upton, he's in the school of basic science. Arthur's now professor of environmental medicine at NYU.

Dr. Hartzell: Okay, all right. What is environmental medicine?

[end of side 1 -- break in interview]

Dr. Hartzell: All right, do you want to go into such matters as architecture, staffing, teaching, quality of students, nature of the curriculum and the product that you wanted to turn out in the way of doctors, research and the hospital.

Dr. Oaks: Only some of those things. One of them I think would be better explored with the deans, either the first deans or the current deans or both really. Actually architecture has been an interesting one of the health sciences center. Bertram Goldberg was chosen as the architect for the Health Sciences Center before I came here. And so I don't really know the process by which he was selected. Prior to his selection the Construction Fund or the central administration, or perhaps the campus itself had retained the services of the planning firm, Lester Gorseline Associates, that was at the time a well-known planning firm in the area of health professions education.

Dr. Hartzell: Where were they located?

Dr. Oaks: In California. Gorseline Associates prepared, along with Ed's assistance after he got here, a skeletal academic plan, an enrollment plan, an employment plan, and an architectural program of requirements. When I was invited here in 1967 as a consultant, I was handed a copy of the Lester Gorseline study, probably ¾" thick, bound in virgin vinyl with the stamp of Lester Gorseline on it, and it described very succinctly in a very straightforward fashion what was supposed to happen here, with the emphasis being on the facilities development. Having read the plan, which didn't take one even an hour to do, I understood how the Muir Commission report and the SUNY master plan of 1965, which essentially incorporated the Muir Commission report, was to be translated into a building at the Health Sciences Center, a building which was to have 2.1 million gross square feet and be occupied by this many students and that many faculty and this many employees and that many patients. And the decision then to hire Bertram Goldberg as the architect was made subsequent to the completion and the acceptance of that planning document. So Goldberg was hired, he was handed in essence the SUNY master plan, the Muir Commission document, the Grasseline study and probably some of Ed's own written speculations about how this all should be implemented in an intellectual sense. And Goldberg was hired, I think, probably, and I'm going to guess, in 1966 maybe or 1967 to do preliminary planning. Subsequently Goldberg was hired to be the project architect, but that was a separate and somewhat independent decision. At the time

Bert Goldberg was best known for his design of major cities, the twin tower residential apartments on the Chicago water, a building that attracted a great deal of attention and comment. Shortly before, perhaps in 1964, Bert Goldberg had gotten a contract to do the preliminary work for the redevelopment of the Harvard Medical School affiliated hospitals, primarily the Robert Bent Brigham Hospital, the Boston Lying-In Hospital, the Boston Free Hospital for Women and the Good Samaritan Hospital. There was also some consideration given to the inclusion of the Children's Hospital Medical Center and the Harlem School of Public Health, the academic programs in the incorporation of new physical facilities, which had recently been completed on the medical school. Goldberg winning of that commission had given him a certain amount of visibility in the health professions field. At the time my understanding was that Tony Adinolfi and probably the Governor and the Chancellor and the SUNY Board of Trustees had become interested in having some of the big buildings on some of their campuses done as single projects by world renowned architects, certainly that was done, Goldberg this building to be included along with Fredonia, the Albany campus, the master plan for the Amherst campus and some individual buildings that were done by some of the western worlds greatest architects. In that case Bert Goldberg wound up getting the commission to design this building, and he did so. He worked very closely I think with very good cooperation with Ed Pellegrino.

Dr. Hartzell: I think we can stop here.

[end of interview]