Interview with Carey Bostian
11 March 1991
at his home in:
Chapel Hill, North Carolina

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DATE TRANSCRIBED: 10 May 1991

[Begin Side A]

Q: I'd like to start today just by talking about your overall, general impressions of Bill Friday. How you would evaluate his style of operating, based on your own experience. What style of administration did he practice? What style of leadership, just in general terms? If you have any observations, I'd appreciate them.

A: Well, I consider Mr. Friday one of the ablest administrators that I've ever known. He had -- he has a very keen mind. He can size up a situation quickly, and I found him exceedingly helpful to me. I was chancellor during a rather turbulent period at N.C. State, mostly involving athletic scandals. And he was very helpful to me. I think his legal training is as good preparation to be administrator of a university as any kind of training a man could have. And when he was elected president, there were faculty members on the campus in Chapel Hill, and at N.C. State, who regretted that they hadn't picked a man with a Ph.D. in some academic discipline. But I think they couldn't have found a more qualified man to succeed Frank Graham. I don't regard...
Gordon Gray as much of a successor to President Graham. And he didn't last but a few years. And didn't enjoy what he was doing and became discouraged at not being able to make changes, a la military fashion, as rapidly as he wanted to. Bill Friday had been his assistant, and when he became president, he was very familiar with the branches of the University. At that time, there were only three, at the very beginning.

Q: You worked directly under Gordon Gray. Or directly with Gordon Gray, didn't you?

A: Yes. Gordon Gray nominated me to the board to be chancellor. I had been an administrator for five or six years and was very happy in what I was doing. I was the Associate Dean of Agriculture. And in charge of the teaching programs in the School of Agriculture. And had been enjoying my work with students and with faculty very much. But the committee nominated me. And Gordon Gray interviewed me several times. And promised his strong support if I became chancellor. And he gave me good support.

Q: You mentioned the --

A: I didn't -- excuse me.
Q: Go ahead. Continue.

A: I did not seek the job. My wife didn't -- wasn't at all enthusiastic about my taking it. And I told President Gray that I would take it but I might not stay in the job more than four or five years, because I didn't think I would enjoy it or like it. Well, soon after I took the job, N.C. State got accused of a serious violation of recruiting a basketball player in Louisiana where the NCAA had collected evidence that they claimed to be iron-clad, but they would not tell us much about it. And wouldn't tell Mr. Friday much about it. But, to make a long story short, they penalized us very severely. But throughout the two or three years of proceedings, Mr. Friday was very helpful, very understanding. I think it hastened his understanding of how intercollegiate athletics was being conducted. And two years later he abolished the Dixie Classic. That was the year after I left the chancellorship at N.C. State, but he had had plenty of time to learn how corrupt recruiting was. And, of course, it was about that time that they had a scandal here, too. Not quite as -- at Carolina, but not quite as serious, involving McGuire. And McGuire left and that's when Smith came. And --

Q: The basketball player you're referring to is, of course,
Jackie Moreland. Is that the Jackie Moreland case?

A: Yes, it was the Jackie Moreland case. Three of our staff members -- well, one of them was not really a staff member, but, an assistant coach and the chief fundraiser for athletic scholarships and a third individual, the director of -- the assistant director of athletics, had gone to Louisiana at least several times trying to recruit this player. And the NCAA accused N.C. State -- these representatives of N.C. State of offering his girlfriend a scholarship to come to State, and that they would send her through medical school, if she would let him come to N.C. State. Apparently he and this girl had a relationship somewhat like has become very common nowadays, but wasn't quite so common back in those days, but, at any rate, he decided to come here anyway, without her. And -- but the University of Kentucky complained to the NCAA because they had been recruiting him very much, and they would not tell us how they had found out that our representatives had promised her this -- all this help. But they hung us on the basis of the evidence that they had. They wanted us to fire Coach Everett Case, who had become quite a legend in North Carolina, because he had been winning all the tournaments and all the games practically for eight or ten years. And they had been trying to hang him two or three previous times and hadn't been able to get what they -- evidence that they
could support. But this time they were happy to have this testimony from this girl. And they had other evidence they said that this had been done. But they wouldn't divulge how they got it, or the source of it, and President Friday took the attitude that we couldn't fire Coach Case, who was an extremely popular man among the N.C. State alumni and throughout the state, for something that he insisted that he hadn't had anything to do with. And that these three men were not authorized to make such an offer, even if they had made it, he didn't think they had. But, and so, we refused to replace Coach Case. Then he lasted another seven or eight years. But two or three years later there was evidence that there had been a good deal of attempts to bribe players, at the Dixie Classic. And there were too many gamblers around. And so Mr. Friday abolished the Dixie Classic. At first it -- there were protests from all over the state. But they didn't last long and the general public supported Mr. Friday in what he had done.

Q: So you felt the NCAA--you and Bill Friday both --

A: Well, NCAA has, of course, has been accused many times of making decisions with evidence that they would not share with the accused. But, of course, they took the position that this is not a court of law. We -- we, it's an association of universities, and we can make our own rules.
And, of course, if you're a sports fan at all you know something of the controversy that's been going on out in Nevada, where the courts did reverse some decisions that NCAA had made. And but, the NCAA has gradually changed its policies. And they aren't quite so ruthless in taking action without sharing all the evidence with people. But they would not do that with Mr. Friday and me. But he went with me to Kansas City and he did most of the talking, because he had -- he was almost as if my attorney. But he was serving as president of the University and as -- unofficially as an attorney.

Q: And as an attorney he was concerned about this procedure of convicting somebody but not letting them --

A: Without sharing all the evidence. I think -- but he -- he was very supportive. His management -- his style of management, I thought, I never had any -- I never found any criticism of it, or fault with it. He had meetings of the chancellors once a month. He -- and then as more institutions were added to the university system, he enlarged his staff and engaged very competent, highly respected individuals. He knew I was not very happy with my job. And -- why, I told him one day, along about January or February, that I thought it was time for me to get out. He was very helpful. He helped, I think, I don't know how much
help he gave me, but he would have given me all that might have been needed. But it turned out that my academic department, genetics, had actually been, up to a few years earlier, had been part of a big zoology department. But it had been established as a separate department, and the head of it was anxious to have me come back to the department. And so my transition from being chancellor back to teaching was very good. But, of course, for the first -- oh, for or five years, President Friday talked with me frequently and sent his provost over to talk with me frequently about things that were going on at N.C. State. There was quite a controversy regarding changing the name of N.C. State.

Q: That was when you were back on the faculty?

A: I was back on the faculty in the Genetics department. But the N.C. State alumni were determined that the name not be North Carolina State University of the University of North Carolina. A very awkward name. And they kept, well, the controversy went on for a couple of years, but eventually N.C. State was named North Carolina State University. And then for a few years they did use the addendum of: Of the University of North Carolina. And there were -- there was agitation that N.C. State be called the University of North Carolina at Raleigh. And the University of North Carolina at Chapel Hill. But the faculty at Carolina didn't like
that. The faculty at State didn't like it. The faculty at Carolina wanted it to be the University of North Carolina, period. They didn't want -- well, any confusion pleased them, because they, naturally of being 100 years older than N.C. State they considered themselves the University of North Carolina. And at N.C. State they didn't want to be the University of North Carolina at Raleigh, either. So, they finally agreed on North Carolina State University. But the University of North Carolina at Greensboro, and along about that time, Charlotte and Asheville came in. And then later Wilmington. And then later -- and you will have a record of all of this.

Q: Sure.

A: Every state-supported college in the state became a university. Mr. Friday opposed that. But the politicians, representing these colleges from all sections of the state, ganged up and put over a bill making it every one of them be universities. And, of course, some of them aren't universities yet, and probably never will be.

Q: Do you think that the fuss over the name change -- changing the name of N.C. State, in particular, was a lot of that due to the rivalry between N.C. State and Chapel Hill? Was it an expression of that?
A: Well, quite a bit of it was, on the part of alumni who didn't understand fully how helpful the Consolidated University had been to N.C. State. I knew a lot about that before I became chancellor, but --

Q: How helpful was it?

A: This does not apply directly to President Friday. But, President Frank Graham was exceedingly anxious to make N.C. State a university. It wasn't, at the time. He also wanted N.C. State to become -- to have a better faculty. To enlarge their research programs. And he used his influence against efforts of the faculty in Chapel Hill to advance N.C. State. And that's another story. It's pretty well recorded in some of the histories of Frank Graham and histories of the Consolidated University. But late in his career, Bill Friday had become an assistant and knew about that, and then he was Gordon Gray's assistant. Gordon Gray did not show the same interest in improving N.C. State, that Graham had shown, or that Bill Friday showed. And I don't think ever understood the basic concepts of a land-grant university. Gordon Gray had graduated from UNC with an A.B. degree that did not include a single science course. And he was a very smart individual. But he had very little appreciation of scientific agriculture, or engineering, or
textiles, or forestry, or the areas in which N.C. State has become eminent. But Bill Friday did. He, of course, had graduated N.C. State, so he knew something about textiles, especially because he had graduated in textiles. And --

Q: He knew the institution much better, obviously. He knew N.C. State much better than Gordon Gray would have.

A: Oh, yes. Oh, yeah, much better.

Q: So you found him a more sympathetic president there, you think?

A: I think so. But I have such a high regard for Bill Friday that I think even if he hadn't ever been a student at N.C. State he would have taken pretty much the same approach. Because he went all out to improve things at N.C. State. There was some things that he didn't approve of when they were first mentioned, but once a decision was made he went all out to support it. Now he was opposed to establishing a veterinary school. Now this happened a long after I was chancellor. Before I became chancellor, I was the chief architect in establishing a regional program for educating veterinarians. And we had contracts with the Southern Regional Education Board to send our students to Georgia, and Alabama, and Oklahoma, and other places. And the state
paid a big subsidy to them to pick our students. Our students paid in-state tuition. But we weren't able to ever send enough that wanted to go, or enough to satisfy the livestock industries of the state. And the demand for veterinarians. And so when the proposal was made to establish a school at N.C. State, Bill was opposed to it. But once the legislature authorized the school, then Bill went all out to make it a good one. He didn't hold back at all. Now, this did not happen during my tenure as chancellor, but it's another example of my utmost respect for him. He was opposed to another medical school at East Carolina. And I was too, just as a citizen of the state. Many influential people in North Carolina didn't think we needed a second medical school, because we had Bowman Gray, and Duke, and Carolina. But, again, the politicians of the state representing these -- all these members of the greater University of North Carolina ganged up together. East Carolina got supporters from the Asheville area, and the Wilmington area, and the Charlotte area, and all of them, to support the idea. There was a lot of vote trading in the legislature. And so the legislature approved a medical school at East Carolina. Well, once they had done that President Friday went all out to make it a good medical school. And, of course, has not attained the stature of the medical school in Chapel Hill, or at Duke, or even Bowman Gray, but it's coming. And it's a pretty fair medical
school, I think.

Q: Was the establishment of the Vet School and the Medical School -- the Vet School at North Carolina State, and the Medical School at East Carolina comparable, in that both were developed from the outside?

A: I don't think there was as much vote trading to get the Veterinary School. But I think what influenced the legislature to approve the Vet School was the fact that many prominent citizens of the state favored it, and two or three of the big drug companies, like Glaxo and Burroughs-Welcome, used their influence with the legislature. Because they said that North Carolina would benefit a great deal by having a veterinary school. And the Veterinary School has become one of the three or four best in the country. Bill Friday interviewed on his Monday night program, about two weeks ago, the Associate Dean of the Veterinary School. And I suppose you hear that program quite often.

Q: Yeah.

A: It's a good source of information. And he's going to interview that man again later this month. You ought to look at the -- do you get *Centerpiece*?
Q: Yes.

A: Well, you ought to look at the schedule. And, if you could, hear that program when it's repeated. I think you will be amazed at the things they're doing at that Veterinary School: surgery on horses, and they've been bringing race horses here from all over the country, to be operated on and treated at that Vet School. They are -- well, they're making lens transplants in dogs for cataracts. Of course, I think it's a little foolish to spend all that money to give a dog his sight.

But, Bill showed exceedingly good administrative ability and supervision. He had problems with a few chancellors, but he managed them very well. An outstanding attribute has been his selection of chancellors. He might have had some problems in Charlotte when they approved Charlotte College becoming a part of the University system. There was a great demand in Charlotte to appoint Bonnie Cone -- you've heard of this, know something about this -- as chancellor. But Bill questioned whether or not she had the vision and foresight and energy to advance the University the way he wanted it, so he picked Dean Colvard. And he, if you haven't interviewed him, you ought to.

Q: Yes, I have.
A: Have you interviewed him already?

Q: Yes sir.

A: Well, good. Since his heart attack? Since his big operation last summer?

Q: Before that. About a year ago.

A: Of course he's in pretty good shape now. But he's been a very good friend of mine for years.

Q: He suggested talking to you, as a matter of fact.

A: What?

Q: He suggested that I talk to you.

A: Yes. Well, I like Dean very much. But he turned out to be very clever at satisfying all the elements in Charlotte. He treated Bonnie Cone with great respect and very great care. And I don't think she was unhappy. I think she was pleased with her role. They named a building for her. And --

Q: But he had to -- Colvard had to handle this with some skill, I guess kind of.
A: Oh, yes. He demonstrated great skill in dealing with her. And with her supporters. And with the faculty. But then when Dean started recruiting more competent faculty members to be heads of departments, he got backing from Bill Friday, good backing. And he brought in top-notch people from all over the country. I remember he called me one day about getting a genetics professor from the University of California and wanted me to call some people out there that I knew to see what they thought of him. And, well, they all gave him a high recommendation, but they said they "Doubt if you can get him." "We don't think you can get him." But he did. He come to Charlotte. There's an Engineering School. There Architecture Department. And all have become very highly respected.

Q: I guess, especially in the period when you were chancellor, and maybe ten years after, when the Consolidated University was a fairly small unit, there must have been a fairly intimate relationship between the chancellors and the president. There must have been a kind of closeness between --

A: Yes, there was a closeness. He didn't have many assistants, you see, then. He only had, I guess, the first assistants he hired were an overall controller, business manager. And
he got that man from Kentucky. And then he hired an N.C. State professor, who had been dean of the Graduate School over at N.C. State, to be the first Vice President for Academic Affairs. That was Donald B. Anderson.

Q: Yes.

A: Have you met him?

Q: Yes.

A: Good. Good. He's -- he was one of the most imminent professors we had at N.C. State. Being a biologist I knew him quite well.

Q: Then I guess he had -- Bill Friday had people like Billy Carmichael, who were still around.

A: Well, of course, Billy was a gem. And he had Billy to keep on in development. And of course Billy's the one that really got the TV system started. And --

Q: How would you describe him?

A: Billy?
Q: Billy Carmichael, yeah.

A: Well, he was extremely innovative and resourceful and highly competent. I think he treated us fairly, N.C. State fairly, although there was some objection to it. I could -- you're not writing a biography of Billy Carmichael, but, Billy was a great help to Bill Friday. And was a great help to me, too. Because for four years we had a governor that was almost antagonistic towards N.C. State, and that was Luther Hodges. He was such an ardent alumnus of UNC, and he still had it in his head that N.C. State ought never be anything except a trade school. And --

Q: He was antagonistic to State, you think?

A: Yeah, I'm sure he was. The legislature appropriated three million dollars for a gymnasium at N.C. State, under the -- with the understanding that the students would increase their athletics fees and pay half of it. And that the state then would make a direct appropriation of a million-and-a-half. Well, that was back in the time when three million dollars would go a long ways. Well, Hodges sat on that appropriation for over a year and wouldn't release it. Said, "You don't need a gymnasium, you've got a coliseum." And Billy was very helpful in finally getting him to change his mind. And Billy came up with the bright idea--one day,
in my office we were discussing just what could be done, because we needed a gym badly. You don't know anything about that little ole' tiny Thompson Gym that they had at N.C. State. But -- so, Billy and I were just talking one day in the office and I said, "Billy, I know very well that other physical education departments in the country would support us in trying to get a better gym." He said, "Well, that's the way let's go about it." He said, "Let's recommend to the governor -- I'll go talk to him--that we appoint -- that we engage three consultants to come in and review the situation." And he says, "Ollie Cornwall, who was head of phys ed at Chapel Hill, would be a good man to be chairman of it, because if he made a recommendation, the governor would listen to it. But we'll also get the head of physical education at Illinois, who recently built a big new gym. And I would recommend that we get the head of physical education at Wake Forest, because they have built a nice gym in Winston-Salem." Those consultants came and spent two days on the campus, and they unanimously recommended, in very strong terms, that this gymnasium be built. That it not be -- that if we try to make a gym out of the coliseum it would not be a gym, and it would destroy the coliseum, and we would have no place for gatherings. Well, then the governor reluctantly released the funds. Well, we named the gymnasium the Carmichael Gymnasium. So now we have the almost anomaly of having Carmichael Gyms on both campuses.
But, Bill was very supportive during that period. But he left that pretty much up to Carmichael. And, Billy, as I said, was most innovative and also resourceful. [laugh] I could give you several illustrations of where he got me out of difficulties. But, again, that doesn't apply.

Q: But you did work fairly closely with him?

A: Directly.

Q: Closely and frequently with Billy Carmichael?

A: Oh, yes. He came to our campus once a week regularly. And he also supported me in -- well, in three or four different things of reorganization at N.C. State. But he and our business manager had a very good relationship. But when I became chancellor, and the same thing was true at Chapel Hill and Greensboro, the business manager didn't report to the chancellor. He reported to Billy Carmichael. And the chancellor had some difficulty in distributing funds, or controlling funds. If the deans wanted a transfer of money, they went to the business manager. Well, Gordon Gray had engaged a consulting firm in New York, Cresap, McCormick, and Paget, to make a study of the administration of the university and the university system. And they had recommended that the chancellor be given full authority and
responsibility for every aspect on each campus. Well, they made that recommendation shortly before Gordon Gray resigned and then we had a year or more when we had an interim chancellor, Dr. Purks was one of them. And then when Bill Friday became president he proceeded to implement most of the recommendations of this consulting firm. And even though Billy Carmichael and our business manager--and likewise the business manager here at Chapel Hill--they were very friendly with one another; Billy Carmichael could see that it was not a desirable arrangement. That it was one of things that made me unhappy in my job, and that for the future good of N.C. State and UNC, they needed to change that relationship, and they did. And for a few years, the new chancellor at N.C. State, Dr. John Caldwell -- now, are you going to talk to him, too?

Q: I've talked to him.

A: Because he had more associations with Bill Friday than I had, because he was chancellor for a much longer period of time.

Q: What were some of the, do you think, in your period as chancellor, what were some of the chief administrative problems that Gordon Gray wasn't able to fix, maybe was trying to fix, and problems that --
Well, one of the first places Gordon Gray stumbled his toes was trying to get rid of all consulting fees. He didn't think that members of the faculty had any business leaving the campus one day a week, or now and then, and getting a couple of thousand dollars for a day's work as a consultant. And he said, "I'm going to do away with that." And I said, "Well, what are you going to do about supplementing the salaries of the medical school professors? Are you going to stop their consulting?" "Oh, no, we can't do that. That's necessary for a good medical school." I said, "It's also necessary for a good school of engineering, and a good school of textiles, for imminent biological sciences," which were--undergirded our animal sciences and our plant sciences. But he was very reluctant to change his mind about that. And I think that contributed to his resignation. He became frustrated and disillusioned. Well, Bill Friday knew better. He didn't pursue that point at all. Now Bill did, with his staff, establish some restrictions and some guidelines, and so there is now a better understanding of how much consulting is going on. But, in Gordon Gray's time, engineering professors could go off consulting without asking anybody, except they would inform the Dean of Engineering that they were going on a trip. But the chancellor's office had no record of how often they were going, or -- now, that's all -- there's an
elaborate record system --

Q: A procedure.

A: And it's under good control. And Bill Friday recognized that if we were going to have eminent faculty members in the biological sciences, and in engineering and textiles, and forestry, that we were going to have to let our faculty members, some of them who had national reputations, do consulting work. Bill recognized that, and he wanted it to be under better control than it had been. But he had no ideas of trying to do away with it, like Gordon Gray had.

Q: Do you think --

A: And Gordon Gray also had an idea that big-time athletics ought to be done away with. He [laugh]-- we had a football coaching -- we had a vacancy for our head football coach, and the rumor got around that we were interested in hiring Tatum, who was the very successful coach at Maryland, and who had a reputation of doing just about whatever he wanted to at Maryland. He and the president, Curly Byrd, were good buddies, and Gordon Gray heard that N.C. State was interested in getting Tatum. And he called me up one day over the phone and was very angry at me for not having informed him that our committee was talking to Tatum. And I
said, "Well, I didn't know anything about it." "Well, you ought to. Your athletic committee ought to keep you informed." And I said, "Well, they would eventually, but." He says, "Well, I just want to tell you if you recommend his appointment as head football coach, I will not allow it. We don't want a man like that in the University system." Two years later Carolina hired him. In the meantime he realized that he couldn't fight things like that and, of course, Tatum was very successful, but died suddenly. But Carolina never has had the eminence in football that they've had in basketball. But Gordon -- but Bill Friday inherited a lot of -- well, somewhat problems, that Gordon Gray had stirred up controversies.

Q: In terms of the big-time athletics, hadn't Gray's policy been to delegate responsibility to the chancellors? Wasn't that his official policy, that the chancellor had, that this was an area of --

A: Yes, and also they recommended the chancellors have more staff members. You just wouldn't believe this, but when I became chancellor I had one secretary. I had no discretionary funds. I had no domestic help at the chancellor's residence. And neither did Bob House here in Chapel Hill--with one exception, he had domestic help at his home, but he did not have any assistants, except the
secretary. Well, Cresap, McCormick, and Paget had recommended that the development program be advanced. That the chancellor have a vice chancellor for academic affairs. And that we have a position, vice president -- vice chancellor for student affairs, because that had been so fragmented, and each department was reporting directly to the chancellor. And my predecessor hadn't cared much about these things, and he just let them go do pretty much as they pleased. But on each campus, then, about the time Bill Friday came in, I was able to have two full -- two well qualified vice chancellors. And we also changed the title of the business manager to Vice Chancellor for Business Affairs.

Q: Did you receive more support from Bill Friday?

A: Oh, yes. I received -- I didn't -- I received full support. All the support that I ever needed.

Q: More support than you'd received from Gordon Gray? In terms ---

A: Oh, yes. Well I hadn't had much from Gordon Gray, except fault-finding. Gordon Gray, I think realized that he was not by his temperament, by his training, well qualified to be a chancellor. He had a law degree, like Bill Friday.
Was a very brilliant man, highly intelligent, but he was --

[side one ends]

[side two begins]

Q: That's okay; I think it's all part of context.

A: Well, from my point, it's designed to emphasize that from the beginning Bill Friday undertook his responsibilities with a great deal of understanding, and patience, and ability to help the chancellors in every way he could. He was anxious to develop UNC at Greensboro. And at N.C. State. He had a lot of resistance. Our graduate programs had been impeded by Gordon Gray's insistence that there be a single graduate school for the university. This applied to UNC-Greensboro, as well as N.C. State, and the first Ph.D. degrees given at N.C. State were actually awarded as a part of Carolina's commencement. There was a strong dean of the graduate school here, and he was opposed to N.C. State having a graduate school. But gradually, as our departments, some of them, were strengthened and attracted scholars with national reputations, they naturally wanted graduate students. And it was started -- all this was started by Frank Graham, who built up our Plant Science Department at N.C. State. And then he built up our statistics, and it became very famous. And he built up a
field called plant pathology, plant diseases, because the agriculture of North Carolina, at that time, was chiefly agronomic. But those people attracted graduate students and -- but, for several years, oh, eight or ten years, I guess, the degrees were awarded here at Chapel Hill, even though the courses were taken at N.C. State. Well, Bill used his influence to get that changed and did.

Q: While Gordon Gray was president I get the feeling that Bill Friday filled in some gaps that existed with Gray.

A: Yes.

Q: He was more personable than Gray had been and was able to compensate for some of Gray's deficiencies. Did you find that to be the case?

A: Oh, yes, very much so. And, of course, when he was Gordon Gray's assistant, I think he influenced Gordon Gray a good deal. I think he was able to get Gordon Gray to change some of his attitudes. I don't know too much about that, but I suspected that. My memory is not clear on that. I can't quote any specific examples. But I'm pretty sure that he did help Gordon Gray see things a little differently.

Q: You must have had a good bit of contact with the Board of
Trustees.

A: Well, yes.

Q: -- on a regular basis.

A: Yes, until, while we were a Consolidated University of the three campuses, the 100 member board of trustees had an Executive Committee of twelve or sixteen -- twelve, I believe.

Q: Yeah, it changed over time.

A: And they met at least once a month, in the governor's office. And I don't know whether this, I think some of this may be due to Bill Friday. But in settling some of the issues that came up involving N.C. State directly, I got more support from trustees that had graduated at UNC, than I got from some of the trustees that had graduated at N.C. State. A good example of that was integration. We had a couple of trustees who had graduated from N.C. State who were, well, they were segregationists of the old type. And one year right after Bill Friday had become president I took a recommendation to the Board of Trustees, with Bill's approval and full knowledge, that the black county agents of North Carolina, who were being encouraged to get more
education and upgrade their training, be allowed to take their summer courses at N.C. State. And they could stay at Shaw University at night, but they could get their meals in our dining room. Well, two -- we had four trustees, four out of the group were alumni of N.C. State, and all four of them were opposed to this idea, two of them violently opposed to it. The other two weren't quite so opposed to it. But they were the only dissenting votes for approving my recommendation when the board voted. And the next summer the black agents lived in our dormitories.

Q: Were these the first black students who were -- was this the point at which N.C. State integrated?

A: Well, they were the first black students, but they were not undergraduate students. They were employees of the Agricultural Extension Service. But, we had black students just as early as they had them at Carolina.

Q: I see.

A: And over the years we've had more. I think they have more now than they have at Carolina. A good many more black students.

Q: N.C. State was integrated in 1955, the same point that --
Q: Yeah, Greensboro and Chapel Hill were both integrated in those years.

A: Yeah, I first black students were two boys from Durham. Very smart boys. And we had a football game at Clemson that fall, and the athletic director called our athletic director and said, "Are you going to bring your band to the football game here?" And the athletic director said, "Yes." He said, "Well, you can't bring those two black players that are in your band. I understand there are two black boys in your band. You cannot bring them. The people at Clemson just won't have it. And the public won't have it." And our athletic director told our Vice Chancellor for Student Affairs about this, and he came in to talk to me about it. And he said, "Well, I just don't think the band ought to go -- our band ought to go." He said, "Well, I'm going to take a poll of our band, and see what they think about it." He did the next day and our band voted unanimously not to go to the game if the two black boys couldn't go too. They were good musicians. And so we did not go. Well, in a few years Clemson decided that to be competitive athletically they better admit blacks and so they started admitting them, and now they've -- their athletic teams are much more black than they are at Carolina or State. But Bill Friday was
supportive of that decision and thought it was the right thing to do.

Q: The attitude of the administration, of the Consolidated University, president's office, was generally supportive through these kinds of things?

A: Supportive to have integration, not too rapidly, but to approve it and have it.

Q: I gather integration occurred by court order, didn't it, at least in the case of Chapel Hill? Integration occurred because of the court saying that it had to.

A: Oh, yes. Yes. Yes. I think integration -- we wouldn't have had it as early as we did if the courts hadn't mandated it.

Q: But once you reached that point, then it was generally a smooth process?

A: Oh, yes. We had no problems at N.C. State. Oh, I think the black students were discriminated against, and they were lonely, such small numbers of them. And there's still that going on. That problem hasn't been solved. They eat together. They have their own clubs. They -- I don't know how we're ever going to -- it's going to be a long time --
Q: Yeah, the same thing going on at Greensboro. The same thing's going on everywhere.

A: Yeah, that's right.

Q: Self-segregation. You had some fairly strong, powerful personalities on the Executive Committee, didn't you?

A: Oh, yes. Victor Bryant from Durham was the -- but, you know, the politicians of the state, threw two members of the Board of Trustees off at the next election because of their support of integration. One of them was Major McClendon of Greensboro.

Q: Right.

A: And the other one was [pause] Clarence Poe of Raleigh, I think.

Q: Yeah. That's right.

A: They did not get reelected. Their terms were running out at that time. And when the legislature the next winter met to elect members of the board, they did not reelect those -- two of the individuals from Carolina that had voted to --
now this was before the court mandated --

Q: I see.

A: This, having these extension workers take courses at N.C. State. We had been sending them to Cornell every summer, or to Michigan State University, at considerable expense, because we were paying all of their expenses to go. And we had people who were entirely competent to teach them the courses they needed to have. I don't remember how active Bill was in that, but I'm pretty sure that he -- that his influence was working. I'm a little rusty about that. But some of that happened, you see, when Gordon Gray was still president, and it pretty well got settled before Bill came in.

Q: But Major McClendon was -- lost his seat on the Board of Trustees because of his support for integration before the district court required it?

A: Yes, he did.

Q: That leads me to another question -- a set of questions, and that has to do with the Board of Higher Education. The Board was created in 1955, I believe, by the legislature.
A: Yes.

Q: And one of its architects, in a way, was Gordon Gray.

A: Yes. Yes.

Q: I've been told that he saw the Board of Higher Education as a way to prevent East Carolina, in particular, and teacher's colleges in general, for exercising too much power. Is that correct?

A: I'm pretty sure it was. Or that that's true. [pause] Has anyone written a history of the Board of Higher Education?

Q: Not that I know of.

A: It would be interesting to do it.

Q: An interesting subject.

A: It'd be pretty complicated. No one person stayed in the job very long. And I can't remember why it went out of existence, or exactly when it went out of existence. I'm a little rusty on that.

Q: Well, it went out of existence with restructuring. Once you
had restructuring, the Board of Higher Education was merged into the Board of Governors system.

One of the earliest participants in the Board of Higher Education was, of course, Major McClendon.

A: Yes. Yes.

Q: And early on the relations between the Board of Higher Education and the Executive Committee, were rather antagonistic. I don't know if you remember this, or whether you --

A: Yes, but I don't think that was McClendon's fault.

Q: Yeah.

A: No, it wasn't. I can't remember now who the first director was. I know Harris Purks came in.

Q: I believe he was the first one.

A: He was the one. And then later William Archie was.

Q: Right.

A: And, of course, I knew Bill Archie real well. He and I were
high school classmates. Did you know Katherine Taylor at UNC-Greensboro?

Q: No.

A: She retired before you came.

Q: Yeah, she did.

A: She and I were high school classmates.

Q: Oh, really.

A: At Salisbury High School.

Q: A very distinguished class. High school class.

A: Well, Henry Brandis, the law professor here at Carolina, was in that same class. Another individual in the class was Elmore Brown, head of the Biology Department for many years at Davidson. Now you went to Davidson, was he still there?

Q: He wasn't still there.

A: In the biology department?
Q: I had heard of him. He had retired, but I had certainly heard of him.

A: Well, Elmore and I were good friends. All high school classmates.

Q: In the first months of Bill Friday's presidency, when he was acting president in 1956, he faced a major crisis at Greensboro, having to do with the chancellor there.

A: Yes, I remember that.

Q: And had to essentially persuade him to resign.

A: Yeah.

Q: Did you have much association -- did you know much about that?

A: Well, I knew quite a bit about it, because we had monthly meetings of the chancellors. And we didn't talk too much about it at the meetings, as long as Graham attended those meetings. But, then later when he was forced to relinquish the position, they sent --

Q: Pierson.
A: Pierson, the dean of the Graduate School over to run things, and try to straighten things out. I didn't hear a great deal about it. It didn't concern me directly. But I think Bill showed his usual good judgment and finesse, and administrative ability in handling that. And since then he's had problems like that at Asheville, and Fayetteville, and wherever he's had them I think he's done a good job in getting them settled.

Q: It did require a good bit of diplomacy and skill.

A: It required lots of diplomacy. Because these people had their supporters. In fact, I sometimes get impatient now with our Board of Governors at the slowness with which they address problems that I think ought to be settled. They're still letting the Nursing School exist over here at Durham at NCCU, and that program ought to have been abolished years ago. And, of course, I don't think we need five black colleges or universities. I think we'd be better off if at least two of them were closed down. But they lean over backwards to satisfy the black population.

Q: When Bill Friday became president, were you surprised?

A: Oh, no.
Q: No.

A: No. I can tell you a little bit about that. He had been acting president for a few months. And the trustees committee was trying to identify somebody to take his place, and at a meeting of the board in Raleigh, I remember distinctly, this meeting occurred. The chairman of the committee talked to me the day before the meeting and said, "At the meeting of the Executive Committee, we would appreciate it if we could have an executive session, and have you come in by yourself, and give us an appraisal of Bill Friday. And then we're going to do the same thing with Chancellor House. And to see what you two would think of his being made president." Well, I was delighted with the opportunity, and I gave Bill the highest recommendation that I could have made. And they had some mis -- well, this ought to be off the record -- they had a few misgivings, some of them, about his youth. And that he hadn't been a president of a university. And some of them thought that they ought to find somebody that had been president of a university for eight or ten years, and who had more experience. But I answered every one of those questions with my opinion that he was qualified, and that he would make a good president. And I must have talked to them for thirty or forty minutes. And then Bob House went in. And
he told them somewhat the same thing I had told them. And when Bob came out of the meeting, why, Bob and I shared comments, and we both felt real good about things. And shortly thereafter they elected him president. Now, I don't know how much influence my statement and Bob House's statements had with the trustees, but I'm sure they had some.

Q: Some of the trustees, I have heard, wanted to impose a kind of second-in-command at their dictation, someone who would guide this young man through the initial stages of being president. It give the trustees maybe a little bit more control, which Friday refused.

A: I didn't know too much about that. But I'm glad Friday refused.

Q: So you were a great supporter of Friday?

A: From the beginning.

Q: Yeah. Yeah.

A: And I've never regretted it.

Q: When, this is sort of, I guess, a question that I should
have asked you earlier on, but I'm wondering if you remember the first time that you met Bill Friday? Was it in connection with his work with Gordon Gray's office?

A: I guess it was. I met him as a student, once or twice.

Q: Did you?

A: You see, he graduated in 1940, and I had been there ten years. And at that time I was the Associate Dean of Agriculture, director of instruction for teaching programs. Bill was president of the senior class. And I know, I remember having met him once or twice, but had, of course, no idea that he would ever become president. But I think my first contact with him must have been as Gordon Gray's assistant.

Q: First significant --

A: But my first contacts were quite unimportant and insignificant. At first he was just sort of a message boy for Gordon Gray. I don't think Gordon Gray made good use of him for a year or two.

Q: And then he began to --
A: And then he began to use him more and more.

Q: And then you began to have fairly significant regular contacts with him?

A: Yes. Yes.

Q: Would you deal with him if you had something you wanted done? Or did you, as a chancellor, would you --

A: I don't recall any specific incidences when I dealt with him as Gordon Gray's assistant.

Q: Since you were on the faculty during his three years at N.C. State, maybe you can tell me more about, just in general terms, about how student life may have been different, or unique, at State College, while he was a student, as compared to either Chapel Hill, or compared to N.C. State nowadays. What kind of--I gather the curriculum in textiles was very -- well, fairly rigorous.

A: Well, most all the curricula at N.C. State were more rigorous than they were at Carolina. They required more math. Much more chemistry and physics. And I mentioned to you Gordon Gray graduated Carolina without a single course in science. You can't do that now.
Q: Right.

A: Not been for a good many years. Carolina has required their majors in history, for example, to take two courses in science. However, they can be -- they don't have to be rigorous chemistry or physics. They can be astronomy, more less from a popular standpoint. Because I have a son that got three degrees at Carolina, and I know what kind of courses he took. He graduated at Carolina in '54. And he did not take a real science course. I had another son who went to Carolina three years. And in those three years he had never had a science course. But when he -- and then he transferred back to N.C. State, and he had to go to a twelve week summer school, plus a whole academic year, to get his degree at N.C. State. And he had to take a year of chemistry, and some more science that he hadn't had at Carolina.

But when Bill Friday was a student at N.C. State, the curriculum was much more rigorous than over here. However, the majority of the faculty members at Carolina still considered N.C. State nothing but a trade school, a vocational school.

Q: What kind of students were in textiles? These were students that wanted jobs in the textile industry.
A: Yes. Most of them, I guess, many of them were from textile families. And, of course, Bill's father had been a salesman of textile equipment. And Bill went to Wake Forest one year, but I don't know why he made the decision to transfer to N.C. State. But his father's business probably had considerable influence. But students in textiles take two years of physics.

Q: Right.

A: And about three years of chemistry. And they take more math, much more math. And it's a different level of math. Now, there two levels of math at N.C. State. There's one level that science students and engineering students and textile students take. And another level that majors in liberal arts take. Or economics, or history.

Q: Do you remember Bill Friday's inauguration that was held at Reynolds Coliseum?

A: Oh, yes, I was there. And have a lot of pictures of it. I don't remember many specific details. But I was going through some of my possessions the other day, and ran across the copy of the program. Yeah, well that was engineered largely by Billy Carmichael. He was a great showman. And
we had a combined choir -- no, that was when Gordon Gray was inaugurated, I guess. We had a combined choir from all three branches of the University. Bill Friday's inauguration was not quite as elaborate as Gordon Gray's, as I remember.

Q: What motivated you to want to leave the chancellorship? You had some reluctance in the first place in taking it.

A: Well, because I had always enjoyed teaching. I had already received a couple of awards for teaching. And I knew that there was friction between the athletic alumni and the general faculty. We were in the midst of trying to set up a system of faculty government, and I was highly in favor of that. But the deans of the schools didn't want it. They had been operating, more or less independently. I was reluctant partly because the deans were all older than I was. My predecessor had let them free-wheel all they wanted to. And they were picking honorary degree recipients, one each year. Sometimes they were of questionable quality. And I just -- my wife was always a retiring, shy sort of person, and she didn't look forward to it. And I also knew that some of the alumni had been anxious for another person to be appointed. This is off the record. Very much off the record. But, the committee recommended three people to Gordon Gray. One was president of a college out in Indiana.
And the other one was a nuclear scientist -- nuclear physicist, who had been very active in bringing to N.C. State the first nuclear reactor on any college campus. And he had graduated at the same college that I had, Catawba College. I knew him real well, but he was a good deal younger than I was, some younger. And Gordon Gray said -- first he had the chairman of the committee talk with me, who was Major McClendon, to get a chancellor at State. And I wouldn't agree to it. And then Gordon Gray asked me to come to Chapel Hill to talk with him, and when he saw my reluctance, he said, "Well, I would like to have you take it," but says, "I'm going to tell you frankly, if you don't take it I'm not going to appoint either one of the other men. I'm going to tell the committee to start over." And I suppose my vanity had something to do with it. I probably decided, 'Well, if you want me that much, I'll take it, but I'm not looking forward to it, and I want it understood that after five or six years, or a reasonable length of time if I want to go back to teaching I can.'" Well, he made it very clear that I would retain my professorship and that there would be a place for me if I wanted to stay at N.C. State, if I didn't stay in the chancellor. And then for several years I found myself spinning my wheels with athletic problems. Not getting the best of cooperation from some of the deans, who had been dealing directly with the business manager, who had authority over all financial matters. And
just a long combination of reasons. And I just decided I would rather be in teaching than be chancellor.

Q: You didn't need the frustration.

A: Yeah.

Q: And you were happier in the classroom?

A: Much happier. In fact, the last thirteen years of my tenure at State were much more pleasurable. I became the first Alumni Distinguished Professor at State, for a five-year term. Now they appoint them for three-year terms. When I retired in '73 I was making two and a half times as much as I had ever made as chancellor.

Q: Yeah.

A: That was my salary. And thoroughly enjoying it. Had large classes. In a course called Genetics in Human Affairs.

[tape ends]