This is the transcription of an interview with Terry Clapacs conducted on November 8, 2018 by Kristin Leaman as part of Indiana University's Bicentennial Oral History Project.

The transcription is merely a typed copy of the sound recording. To further its accessibility, the transcription has been altered slightly by excluding vocal pauses and extra comments made by the interviewer. Thus, it reads not as a composed piece of prose and should not be analyzed as such. The reader should bear in mind that very few individuals speak with the precision with which they write.

The transcriptions have been edited and fact-checked for historical accuracy by the Bicentennial Oral History Project committee members. Editorial glosses, word completions, and corrected historical facts have been added to the transcription in brackets.

Kristin Leaman: I am Kristin Leaman. And today's date is November 8, 2018. To start, can you please tell me your name?

Terry Clapacs: Yes, my name is John Terry Clapacs.

KL: And the year you graduated?

TC: I graduated from Indiana University in 1965 and again in 1969.

KL: Perfect, and the two degrees?

TC: I have a B.S. degree and an M.B.A. from the Kelley School of Business.

KL: And what was your bachelor's in?

TC: In the School of Business, in marketing, and my M.B.A. concentration was in organization behavior.

KL: Oh, wow. That's great. And Terry, can you tell me where you were born and a little bit about your family background?

TC: You bet. Thank you. I was born in Cleveland, Ohio. My family was a little mixed. My dad's family emigrated to the United States from Croatia in the early 1900s and lived . . . My grandfather worked for the New York Central Railroad and was killed in a very unfortunate accident on Christmas Eve, right at the beginning of the Depression.

And so, my dad and his brothers left high school and joined the Civil Conservation Corps in order to try to generate some income for the family. And he was sent to West Virginia to build parks, state parks, and he was a very good athlete, played semi-professional baseball for the Greenbriar team in the Greenbriar league.

One sunny Sunday afternoon after a ball game, he purchased my mother's peach pie and the rest is history. So this devout Catholic and the Southern Baptist got together and they moved back to Cleveland.

And my dad became a tool and die maker for General Electric, and in the early 1950s he was offered a chance to move out to northern Indiana with General Electric and he did. And so I grew up in Goshen, Indiana, went to high school there, at least, and then to IU.

KL: And what brought you to IU?

TC: Well, first of all, I had only visited here once and thought I was going to run cross-country and track and field and . . . came to school and got involved in Little 500 and stayed active in Little Five and then joined a fraternity.

But it was . . . I wanted to be a business school student, and IU had a great School of Business for undergraduates and so it was . . . to be honest, some of my closest friends from high school were coming here to IU and it seemed like just the right thing to do.

KL: All right. And are you a first-generation college student?

TC: Absolutely. I was the first in my family to go to college and graduate.

KL: Wow. That's incredible. That had to be exciting.

TC: It was. And they were very proud.

KL: Sure. Can you tell me where you lived while attending IU?

TC: Well, for the first four years as an undergraduate, I lived in a fraternity house, Delta Upsilon, at 1200 East Third Street. And then I got married, I met my wife my freshman year at IU and we dated throughout our college years. And she lived right down the street in the Tri Delt house.

So it was very convenient for four years to walk up and down Third Street. And so, we married. She taught school the first year that I was in the M.B.A. program. And you have to remember, in those days, the Vietnam War was on and you just got on with your life.

You tried to get as much of your schooling out of the way because it was a real possibility that you could be drafted at any moment and you just try to get things done.

And so, I started immediately in the M.B.A. program and we lived in married student housing here on campus, first out in BBHN and then we moved to Campus View, uptown [laughs]. We lived there for three years. It was great. $82.50 a month, including all utilities, so couldn't beat it.

KL: A little different than it is now.

TC: Yeah, your phone bill is more than $82.50.

KL: So if you don't mind me asking, how did you meet your wife?

TC: Well, I was walking across campus with my best friend, who is still my best friend to this day, guy I played Little League with back in Goshen and we both pledged the same fraternity. We were walking across campus and there was this cute little blonde walking toward us. And I said, "Why, I wonder who that is."

He said, "Well, I happened to know who that is" and he said, "Her name is Phyllis Wiseman, she's from Elkhart." Now, Elkhart is Goshen's archrival. I mean, they're just eight miles apart so I discovered we had mutual friends and so I was—my wife tells this story much better than I do.

But it was right at the end of Little 500 practice and I was on my bike and covered with soot and cinders and looking pretty shabby and I spotted her at the Little 500 track and I rode up on my bike and introduced myself and that was it. We've been together ever since.

KL: Wow. Such a sweet story.

TC: Yeah, I know. It's sort of a crazy story.

KL: I love that though. That's amazing.

TC: Now, she tells this story a little differently. She says, "He rode up on his bike and said, 'I suppose you know who I am.'"

KL: I like her story.

TC: And I think she's right, actually, but it came out all wrong. I didn't mean it that way. I just knew we had mutual friends, and I was trying to find a way to introduce myself. And as usual, stuck my foot in my mouth.

KL: That's a really sweet story. Wow, freshman year.

TC: So we dated through school and like a lot of our classmates, after graduation we got married and got on with your life. There was no going to California to find yourself, you know? You were going to Vietnam, if you weren't . . . if you weren't in school, you were going to Vietnam.

KL: Very different perspective. Do you have any favorite memories of the places that you lived when you were here as a student?

TC: Where I lived? Well, I mean, this is my own personal view, but I wouldn't trade one single day of those four years living in a fraternity house for anything in the world. It was more fun than should be legal and everyday was an adventure there. It was just a great time.

But I will also say this and, you know, I think fraternities get a bad rap sometimes: our house, and as far as I knew every house on campus, was very committed to scholarship. We had quiet hours without exception every night from 6:30 to 10:30. And that meant no noise of any kind.

And my freshman year, our whole pledge class studied together every night at the library. Right across the street from my fraternity house was the School of Education library and we all walked together across the street every evening after dinner and studied until 10:30.

Now, it could get crazy after 10:30 and on the weekends but there were—it was really an atmosphere of scholarship and you had to share all of your test results with an upperclassmen who would keep records of how you were doing and if you weren't doing well, get you in to see a tutor or make sure that you visited your faculty members and talked to them about it.

And we got . . . I mean, the idea was to get everybody through school and—first of all, get everybody initiated into the fraternity and you needed to have decent grades to do that, and then to graduate. And so, it was a good atmosphere, it really was.

KL: Sounds like there was mentoring going on.

TC: There was. And there was always a graduate student living in the house who was called the graduate advisor who actually ran the whole scholarship program for the fraternity. And it was really well done.

KL: Wow. That's a really nice story.

TC: I know. Those things are never said. It's like, you know, "Everybody's drinking beer." And there was some of that. I mean, maybe there was a lot of that, I don't know. But I'll tell you, it was a great place to live. You can never go back and live that way again. I know that.

KL: Did you have to have a GPA standard or was that—

TC: —Yes, you did. You had to keep your grade point average at a certain level, or you couldn't stay in the house.

KL: Wow. That's so incredible that there was such support and mentorship there and that graduate student. Was that common for fraternities?

TC: It was. Every fraternity had someone. I mean, in our year, it was a fellow who graduated from the University of Kansas and was working on a graduate degree, an advanced degree. And it was a good way for them, they lived in the house and they received their room and board free of charge and so it worked well.

KL: Tell me about a favorite class or professor that you had.

TC: Well, I thought that the School of Business then, and now the Kelley School of Business had just a wonderful group of professors and . . . very influential in every way. I mean, they were good role models and so yeah, there were a lot of them.

But I had a class with Ed Williams, Professor Ed Williams, who eventually became my mentor at IU and actually, my career path followed his almost exactly. He is the only other person to ever have the title of vice president for administration, which was my title the last years that I was here at IU working.

He served as athletic director for a year and I served as athletic director for a couple of years. And we just . . . he was great. But there were many. There is a professor of advertising, his name is Jean Halterman who I liked very, very much.

George Pinnell, who became executive vice president of the university, he was actually the dean of the School of Business when I was there. And just so many great—Art Weimer who is former dean and taught real estate. And there were many.

I had a professor in labor relations whose name was Art Sloane who was here just for a couple of years when I was in school and then he left and became dean of the business school at the University of Delaware.

But he was very influential, and I kept in touch with him from many years and he wrote very nice letters of recommendation for me for different things that I wanted to do, to support different things I wanted to do. So I can't say enough about our Kelly School of Business. It was a wonderful experience.

KL: Were there any advisors or faculty that really impacted you?

TC: Absolutely. In my day, when you arrived, you were assigned a faculty member who would be your advisor all the rest of the way through college. And so for four years, I had Chuck Bonser as my academic advisor. Now Chuck was . . . this was when he was still a DBA candidate.

And so he was editor of *Business Horizons*, which was the magazine at the Kelley School of Business. And as you know, he became the first dean of SPEA and just a great guy and still a close friend to this day. So yeah, absolutely.

KL: So did you have any student favorite hangouts? Like, student hangouts that you would go to like when you weren't studying or doing the busy things.

TC: Yeah, absolutely. I was a creature of habit for sure, but I spent most of my non-study time over at the field house, then called . . . well, just called the old field house, became Wildermuth and now it is going to have a different name I guess, but. I was there every day, loved intramurals.

I became the intramural chairman for my fraternity and played every sport possible and so, great. Students in my day would hang out in the commons in the Union building. I know it's not a big deal there, but you went there between classes all the time during the day. And there were a couple favorite places on campus or on Woodlawn.

There was a little dive called the Hideaway which stayed open 24 hours and served breakfast all the time. It's where the parking garage is today, on the corner of Atwater and Woodlawn.

But that was the Hideaway, right across from the Tri Delt house, so women had hours in those days, so I'd walk my wife back to the Tri Delt house at hours and then I'd go over to the Hideaway and play pinball and have pancakes.

KL: That sounds pretty nice.

TC: It was great.

KL: And were there any other places that you would go on campus?

TC: There are lots of nice little places to eat that are no longer there, like Homer's which was right there at the corner of Third and Indiana. I don't know what's there right at the moment but there is a service station there on the corner, and then Homer's is there.

Of course, later on, when I got to be 21, we went to places like the Regulator, which no longer exists, and Nick's of course. I really wasn't a big alcohol kind of guy, so I mainly, honestly, I was mainly at what was then the HPER and Wildermuth we just played till 2 or 3 in the morning, I mean, on weekends and particularly just pickup games all the time. It was wonderful.

KL: And the occasional pinball and pancakes.

TC: There you go. You had to go play to work off the pancakes.

KL: That's wonderful. Did you belong to any clubs or organizations?

TC: Yes, there was a group of . . . my sophomore, junior year, and senior year, my sophomore year. it was called Skull and Cross and my junior was called Falcons and my senior year it was called Sphynx Club and it was made up of fraternity guys.

Every fraternity would nominate two to be in these clubs and it seemed like I was there all three years. Met a lot of great guys, many of them are still my friends today from other fraternities on campus.

KL: What was the point of those clubs when you were nominated?

TC: Well, we like to think that was scholarship, but it really was just social. Scholarship would not be an accurate description, but it was a lot of fun.

KL: Oh, that's great and an opportunity just probably to meet other people from different fraternities.

TC: Absolutely right. For example, it's where I first met Jim Morris, who is an IU Trustee today. We were both—we were in Skull and Cross, Falcons and Sphynx Club together all three years so I can give you lots of other names but I'm under oath.

KL: That's fantastic. It's incredible the ties that you have with people who are still here, but who were in school with you.

TC: Absolutely, absolutely.

KL: That is so neat. Another question that we ask is if people were involved in student government.

TC: I was not involved in student government between going to class, between the fraternity obligations, and then Little 500, and I had to work. I mean, my job was to pay

for one semester myself each year which was possible. I always had one and a half jobs in the summer.

I could save $1,000 during the summer, and then I worked in sorority houses for my meals so that was deducted from my house bill at the fraternity house. I had to work, and my dad did the most he could do. My parents helped as much as they could.

And they paid for one semester and I paid for the other, and you could do that in those days because tuition was $7 a credit hour or $105 a semester. So if you could save $1,000 in the summer and working, and I usually worked at trailer factories up in my hometown, Goshen.

There are a lot of recreational vehicle places up there and I would always work there. I worked at my dad's tool and die shop. And I also worked on the golf course in the summers. So, I saved as much money as I could and then . . . but I could easily cover one semester myself and still have some spending money.

KL: Wow. $105.

TC: Yeah. $105 a semester tuition. It seems incredible, doesn't it?

KL: I mean it does. I can't even imagine that.

TC: I know. I know, you tell people that, it's like you're from outer space. But that's what it was.

KL: Wow. Terry, you mentioned that you were here during Vietnam, that was always, you know, in the back of your head. Was there much student activism happening here or protest that you remember?

TC: There was a lot of student activism, but it wasn't a mainstream activity. I mean that was a fringe activity. Now, it became more mainstream as the as the sixties turned into the 1970s, but, you know, me being here as a graduate student and between 196—the war really began in 1965 when we started bombing North Vietnam.

And then it just sort of grew through the late sixties. I mean, it really was here a full grasp in 1968, for example, 1969. But by then, I was father and I had responsibilities and I was working. But there was a lot of . . . Dunn Meadow was a very busy place most days. And there was a lot of student activism and a lot of it was . . .

I mean to be honest with you, as the draft calls went up, they would escalate. And I remember when the draft calls got up to 65,000 or 70,000 per month, that was a lot of people that were some of them taken out of school and that's when resistance to the war really took hold. I mean, it was affecting people's lives in a very personal way.

I lost three fraternity brothers in Vietnam, including my roommate my senior year, and that's a loss. I mean, that's something that you'll never forget. You go down—I go down to the courthouse here in Bloomington, my roommate's name is on that wall down there. It's something you . . . it was a strong impact in our lives.

KL: Wow, that's incredible.

TC: Yeah, it was. I mean, it was very personal. I mean, most of my friends served in Vietnam, most of—a lot of fraternity brothers served there, family members, my wife's brother who was also a part of my fraternity did. It was . . . we all were in ROTC for two years. Everybody [in Delta Upsilon], it was mandatory to be in ROTC then.

And then if you elected to go about the second two-year period, you were commissioned a second lieutenant when you graduated, and my brother-in-law did that and that was before the war started. And all of a sudden, there is a war and six months after he graduated, he was running a tank across into Cambodia. I mean, it was scary.

KL: That is so young too.

TC: Yeah, exactly. 22.

KL: It's like you said, it's a very different perspective.

TC: Yeah. When there is a war on, everything changes. You just get on with it. And it's something that's there, it's like a cloud every day of your life. And that's what Vietnam was for most of us.

KL: I can believe that. Well, actually, along those same lines, can you tell me about an event either at IU or a national event that you particularly remember happening when you were here as a student?

TC: Well, the assassination of John Kennedy occurred my sophomore year and that was certainly . . . I mean, I was in Ballantine Hall. It's the only time I've ever heard the loudspeakers in Ballentine Hall used.

But I was in class and a loudspeaker came on about 1 in the afternoon and said, "We're interrupting class to inform students that President Kennedy has been shot in Dallas." I mean, there was just this unbelievable hush.

And everybody just got up and filed out of class and walked quietly out of Ball—I mean hundreds and hundreds of students just quietly walking out of Ballantine Hall back to where they lived. And by the time you got back to where you live, which was me, just across the street, then there was a second announcement that he died.

And everybody was glued to the television for the next week really and then to see Jack Ruby assassinate Lee Harvey Oswald right on TV, in front of you. And we saw him, we saw him come in and shoot Lee Harvey Oswald and kill him and the whole thing was surrealistic. And so that was a weeklong event that I know I'll never ever forget.

And the other major national event that occurred was the Cuban Missile Crisis. That, too, held everybody's attention and we . . . I mean, we really were on the brink of nuclear war and we knew it.

And just . . . those were those would be the two most—and of course, then Lyndon Johnson's becoming president and then the election in 1964 of Lyndon Johnson, which was a landslide. You know, I just. . . all of that was just so much a part of everyday life for a student here.

KL: Thank you. Do you have any special memories of a chancellor or president while you were here?

TC: Well, my freshman year, Herman Wells was still president. And he addressed our class as the last class in orient—freshman orientation. Classes were smaller then. The total enrollment of the university was 16,000 plus my freshman year and so it was much—very manageable.

And so, I certainly knew, we all knew, of Herman Wells, who then became chancellor of the university, and then Elvis Stahr became president. And he was—and I thought he was a very good president. But he, unfortunately, then was president during all of the student protests about the war.

And as social issues became very prominent at IU, I think that was all hard for him to deal with. He had been secretary of the army before becoming president at IU, and I think he thought things should just be more disciplined than they were, and things really became very undisciplined on campus.

And people didn't look the same, people wore their hair long, it was . . . and grunge. I mean, I never had a pair of blue jeans as a student. I don't—I mean, nobody brought blue jeans to college. And then all of a sudden, it's the grunge look and so it was all different. I think that was hard for Elvis Stahr.

KL: Wow, that's amazing. So, no blue jeans.

TC: I never. I mean, my wife wore these really cute skirt and sweater sets to class every day. You know, she never wore slacks or much less, just—I mean, I just look at students today and you know it's like, wow I can't believe this.

KL: Going to class in their pajamas.

TC: Yes, in their pajamas, that's exactly right. Pajamas, what's this?

KL: I have those moments too, and I graduated in '03 and I'm like, what? P.J.s?

TC: I never saw students in jeans. Everybody dressed up and went to class and it was just the way it was.

KL: That's amazing, wow. Terry, you have talked a little bit about some of the friendships that you've had here, but can you talk a little bit more about some friendships that you made and have sustained?

TC: Absolutely. Well, when you live in a fraternity house, it's really close living and it's . . . and you're living with sort of the same core group of people for four years and you—to this day, many of them are still really good friends and we stay in touch. And of course, email makes that a lot easier.

And so, but from my high school, there were a couple of guys that came to school with me and we were good friends as far back as grade school, and we're still good friends today. And that's really very nice to say after all these years. And but then there were others that you would meet from other towns.

So yeah, I'd say the core of my friendships are people I met here at IU and when I think about what I owe the university, I mean, almost every good thing in my life has come from IU in one way or another from friendships, to my wife, to my family, to my profession here at IU and the work that I was given to do. And all of that was just . . . are all blessings that are from IU.

KL: So are some of the friends that you grew up with, do they live in Bloomington still?

TC: No, they live all over. One lives in Phoenix, one lives in Tucson, one lives in San Francisco, one lives in California. They're all over the United States. One lives in Seattle, one of my very closest friends. So we get together when we can.

Several of us, when we turned 60, decided that since Vietnam kept us from having a second childhood when we graduated, everybody got married, everybody in this group got married right away and started their life. So when we turned 60, we said, "You know, we ought to go back and do something."

So four of us planned this trip. We met in Seattle and we took the Alaska Marine Highway Ferry which is a ferry boat that runs from Bellingham, Washington to Juneau, Alaska and we took to this ferry boat together, three days on the ferry boat.

And then from there, we spent three days in Juneau, fluted Anchorage, and then drove up to Denali and camped there for four days and just had a great time, just sort of having another pass at being irresponsible.

KL: That's amazing. You've had your own class reunion basically.

TC: We did.

KL: That sounds like so much fun.

TC: It was fun.

KL: That's going to be a good idea for when I hit 60.

TC: You've got a way to go.

KL: That's wonderful. You know, Terry, one thing that we like to ask a lot of our interviewees is about the city during your time that you were a student here and any memories that you have of the city, or how that town and gown relationship worked?

TC: Well, it was a different place. It was a very, still a very, small town. Can you imagine this: there were only three places in Bloomington my—when I was an undergraduate here, there were only three places in Bloomington where you could get pizza: The Pizzeria, which is still in existence, Swing-In, which just moved from Seventeenth Street over to College or Walnut Street, and then the Pizza Barn, which is where Mother Bear's is today.

And those were the only places in town that serve pizza. Can you imagine that? And so there were a couple little diners and restaurants around. Ladyman's downtown was sort of a popular place. Gib & Denzil's was a 24-hour diner. And so, the town itself was just very, very different.

It was a small town. No McDonald's yet, no Hardy's, no Burger Kings. It was just . . . there was a burger place out on North Walnut there, near where the Steak and Shake is today, I think it was called Dutch Boy Burgers, and there was a pretty funny place.

KL: Wow. Do you remember the relationship with the city and the university?

TC: I always thought it was very, very good. You know, there were always rumors that these townies were going to come and break into your fraternity house, but I never saw anything like that. I thought the relationships between the university and the city of Bloomington were very, very good and everybody was nice to us and we tried to be nice to them.

KL: That's great. Can you tell me what the facilities were like on campus and how things have changed?

TC: Well, they have changed and, of course, that's a very important question to me since I spent the next 45 years dealing with facilities on the campus. But the core of the campus, it was a very pretty place. And the woodland-feel of the campus existed then as it does now. And there were classes in most of the buildings around in the crescent.

I had classes in Lindley and Wiley. Probably the main difference was that the library was right here, where we are sitting today, in Franklin Hall. This was the main library, and the Student Building was called the undergraduate library or the UGL.

And so the student traffic came from the east side of campus because the dorms like Teter and Read, which was then called Smithwood, and fraternities along Third Street and sororities along Third Street, people would walk through the woods to come study at the library at night.

And so that was very different and so, I mean, the main places on campus to be were the library, which is now Franklin Hall, the Union building and the commons areas in the Union building and the student activity areas there, and then Wildermuth. The football stadium was completed my freshman year, and so that was out in the country.

And basketball was played on the Seventeenth Street, which is now the indoor track. But that was where basketball was played when I was a student and it seemed like a real hike to get out there for games. My fraternity had a fire truck and so we would go to all the games on the fire truck and pick up students along the way.

We had a 1927 American LaFrance fire truck which, I don't know if you've seen my book, but in the back, I put a picture of a fire truck. It has no explanation. It was like an author's prerogative. I just put this picture in to record it for history of the DU fire truck.

KL: That's the fire truck?

TC: That's the fire truck, in the back. That's how we did. And actually, that's one of the very first dates I had with my wife is we drove down to the Tri Delt house and I got her to go for a ride on the fire truck.

KL: Oh my gosh, that's amazing. How did you get a fire truck? Was that there when you started?

TC: It was there when I started, had been there probably for 20 years. They had different fire trucks, but the one that was there when I was a student, probably had been there for 10 years. You bought them at auctions when fire houses would update their equipment. So this was an open ended thing, everybody could stand in the back and it was just a lot of fun.

KL: That's amazing. That would have been so much fun.

TC: It was fun. There was another fraternity, they had a hearse and they would drive around campus in the hearse picking people up.

KL: That sounds like so much fun.

TC: It was fun, really. But it was smaller then and you could do things like that and nobody—today, I'm sure that your insurance company would say there's way too much liability in this. You can't have a fire truck anymore.

KL: Exactly. So Terry, when you were here, I know you talked about how you supported yourself as a student with summer jobs. Did you receive any awards or scholarships to help you along the way?

TC: Oh, not really, no. I did—when I graduated, in the first year we were married, I served as the graduate advisor back to the fraternity house, so they paid my tuition for my first year of graduate school, which by then had probably climbed up to $200 a semester but I don't remember exactly. So that was very nice.

KL: $200 a semester for Kelley M.B.A.?

TC: Yes.

KL: Wow.

TC: I know. I mean, when you tell people that, they don't believe you.

KL: It just blows your mind.

TC: It does.

KL: Wow. I know you talked about getting married and having children, so did you have to balance family and work and school?

TC: Yes. I there was two semesters there I worked full time and took almost a full load of classes too. But when you're that age, you think you're invincible and you can do a lot of things. As I think about it, I think I worked full time and took nine hours each semester. Keep working toward an M.B.A. and finally finished it in '69.

KL: And were you working full time here in Bloomington?

TC: Yes. Working in the physical plant. So that's where I started. And from an organization standpoint, even when I became president, I always made sure that the H.R. records reflected that vice president's position was in the physical plant. So I wanted that to stay there.

KL: So you were working full time the physical plant. What were you doing there?

TC: Well, there was a group called the Bureau of Physical Facilities Studies and we studied the way space was utilized on the campus. And so I did space assignment, meaning I worked with different academic departments to find new space for their needs.

And then we ran utilization studies on how well classrooms were used at one hour. And we had to provide all of that information to the state of Indiana every two years which was called the Four State School Study, meaning IU, Purdue, Ball State, and Indiana State.

And the state of Indiana would evaluate of all four state institutions on the basis of—their appropriation would be based on this very complicated formula based on how well they're using their space and the cost of all of that space, etc. So it was important data to gather all the time.

KL: Wow. So you were working with spaces on campus early on.

TC: Right off the bat. And started working with the architect's office right away. And so my next job when I finished an M.B.A., I was . . . actually had accepted a position with IBM to leave and the head of the physical plant came to me and asked me if I would stay one more year, that he had an opening as someone to manage all the construction contracts.

And he said, "Would you stay one more year and do this and help me?" And my wife was pregnant and liked her doctor here in town. So we decided to stay one more year and that became 43.

KL: Wow. That's amazing. That was actually by one of my questions: how long have you been employed with IU?

TC: I was there 43 years. And the last 25 as vice president.

KL: That is incredible. So I think probably what we'll do next is just start out with that position that you had and do a timeline of your position starting out. So you were at the physical plant. Then, you graduated with your M.B.A. and then you moved into the . . .

TC: Manager of construction contracts.

KL: In the Architect's Office?

TC: Right.

KL: Okay. And so can you tell me a little bit about that position and what you were doing?

TC: Well, that . . . IU was undertaking a pretty, for then, at least, a very aggressive program. The way you could build buildings changed in 1965. Before that, universities could not incur any debt to build buildings.

So you had to pay for them in cash either through gifts to the university or university funds, tuition funds that had been aggregated for these things. But in 1955, the state legislature changed that and allowed for academic bonds to be issued that would be retired with future student fee income.

So a lot of things that have been put off could be done around the state. And then also the regional campuses were beginning to take off and tuition started to grow. And for a lot of students, it was better to stay in their home communities and go to school at IU, rather than pay them enormous—what seemed like an enormous amount of money to come to Bloomington.

So there was suddenly a need for new buildings at almost all of the regional campuses, which were then called extensions, by the way. So manager construction contracts was a pretty busy thing. It was managing the contracts with architects and with contractors to build buildings.

And by that, you mean you made sure they got paid and to me, they weren't overpaid. So you had to really judge the amount of progress made on constructing a building each month because they would draw down their funds on a monthly basis. And so, it was quite a learning experience for me.

KL: Sounds like it. Sounds like a lot to keep track of.

TC: Well, it seemed that way, but it was . . . certainly, I mean, it needed to be done and people did it. And so it was fun for me to learn the inside of that whole business that way. And for a business student, it seemed like a very appropriate thing to be able to do.

KL: Are there any particular projects in that position that you had that really stick out to you?

TC: Yes, building the Assembly Hall. That was one of the very first ones because we had a couple of issues with it. It was a strange building. As you know, it's a building that actually has a suspension bridge roof system. So the roof is held on by cables act like a suspension bridge. And that was a little tricky to do and unheard of in this country at the time.

The architect was Eggers & Higgins of New York, and they were out here once a week, and somebody was killed building the Assembly Hall [45:13], couple of people fell from that catwalk. They stepped—I mean, it was just a pure accident that they stepped over the side and fell.

If you know how that catwalk is at the Assembly Hall, at the top where the scoreboard hangs down. They just misstepped and fell through, right onto the concrete. And so there were—and we had a couple of really tough winters and the project got behind and so it opened a year late, sort of like I-69. Seemed that way at the time.

KL: How does that work? How would you navigate that if there were delays or unforeseen delays, would you have to work with the administration?

TC: Yes. In that case, you worked with the athletic department because they were planning on playing games there, in the Assembly Hall, but they couldn't, so they had to stay in the old fieldhouse an extra year. And so yeah, there were a lot of things to work through.

KL: Wow. Was that tricky to negotiate sometimes?

TC: Sometimes it was because . . . and then it all came together because the year it opened was the first year that Coach Knight was here.

KL: That's right.

TC: In 1970–71.

KL: Wow. What a cool project to be a part of.

TC: Yeah. So that was really one of the very first things that I—and then the Musical Arts Center was opened about a week later. They were both finished in the same month, the Assembly Hall and the Musical Arts Center.

KL: So did you have to coordinate both of those projects together?

TC: Yes.

KL: Oh my gosh. How many . . .

TC: There were several projects because we had work going at most of the regional campuses and Indianapolis. And so my job was always statewide, for all campuses. So I traveled a lot. And those days, you just got in the car about 6 in the morning and you drove to Kokomo or you drove to Gary and drove back.

KL: Wow. Sounds like the bicentennial.

TC: Is that . . . is that how it works?

KL: Yes [laughs]. Well, that actually it leads me to one of my questions. Is all of your work that you did with the regional campuses? And if there were projects that you worked on that you particularly remember, or I know you helped really build a lot of those—and they were extensions.

TC: Right. Well, two of them didn't even exist when I started. IU East was . . . we had some classes, but those classes were held in conjunction with Earlham University on the Earlham campus, and then down at IU Southeast, in New Albany, we held classes in the old Jeffersonville library.

And so both of those communities were very interested and in a stronger IU presence in the community. And so both communities gathered and assembled real estate which

they made available then to IU, in almost the same amount of acreage, approximately 250 acres of land in both New Albany and in Richmond.

And so it was fun to master plan the campus from scratch, you know, from a clean slate and work with planners to identify building sites and land use. Is there any—could I get a glass of water?

KL: Of course.

TC: Where might I find that?

KL: There is a drinking fountain right out in the center there. If you want, I have a mug in there that you could always . . .

TC: Yeah, I'll take this and get some water. So can we turn this off for just a minute?

KL: Sure. We could . . . pause it.

CUT [49:00]

KL: All right. Ready to go?

TC: Yes. So getting to work with those two campuses in particular, to master plan them and then begin to develop them. One memorable thing, down at IU Southeast, that's where I first met John Mellencamp's father, Richard Mellencamp, who was a mechanical contractor.

His company did the air conditioning and electrical work for the first three buildings built down at IU Southeast. And that's where I first met the Mellencamp family. So John was probably in grade school then back in those days. But it was a lot of fun and you get to know these different communities.

And I liked every community. Gary, it was fun to work there, very ethnic. I remember when I was part of buying the Croatian Hall there, which I got a big kick out of because of my own family's background. And I had attended school in the summer in South Bend so there was always a special place for me.

And so it was lot . . . and then in the early seventies, Indianapolis really took off and it was really pretty much just a medical center, not just a—it was a great medical center, but not much in terms of undergraduate offerings.

But it became—it grew from like 7,500 students to 30,000 in 10 years or so, just overnight growth, and trying to keep up with that. I went to Indianapolis I think every day for 30 years.

KL: Wow. And for some of the campuses, I know you talked about planning buildings. Were you also involved in planning the beautification—

TC: —Sure—

KL: —And the grounds as well?

TC: Of course

KL: Because one thing that sticks out to me about East and Southeast both is their gorgeous campuses.

TC: They are.

KL: They're really beautiful.

TC: They're very pretty campuses and so, I mean, that's all part of planning a campus. And at first, the idea was every campus ought to look like Bloomington, but that's not really the case. I mean, here, on this campus, as you know, we build buildings in limestone and all, but the region campuses wanted to be a little different.

They want some autonomy or at least their own identity. So IU Southeast was built with brick and sort of a—it's called a courthouse blend of brick, so oranges and some blacks and reds.

And then IU East is built in sort of a dark brown brick and . . . now, we did we did limestone in South Bend and limestone in Gary, so they're a lot like—and in Kokomo. So everybody has a little different identity. And that was fun to do.

KL: That's amazing. Were there any favorite projects with the regional campuses that you worked on?

TC: Well, there's probably a favorite project at each campus. But let's just start in Gary for example, when we finished the conference center library, it totally changed the way the campus worked. It had just a couple of buildings up until then, but now students had a place to go between classes and a real library and then a real chancellor's office there.

In South Bend, the change came when we purchased three buildings that had been owned by the Associates Finance company and they were right there, adjacent to the campus, but suddenly the footprint of the campus doubled in size and they just happened to be limestone buildings and so it all fit together very nicely.

And then there was the matter of elimination because in the middle of all that, there was a Coca-Cola bottling company and a real estate company so we had to buy those and remove them and eventually built a beautiful green mall down the center of the IU South Bend campus that works very nicely. But that used to be all these little . . . little factory buildings through there.

KL: Oh really? Oh my gosh, I love that mall. I think that it is just beautiful and how the library is right—

TC: —The library was designed by Edward Larrabee Barns who was our master planner from New York. And I love that library, the Schurz Library, sits right on the Saint Joe River.

KL: Wow.

TC: It's very nice.

KL: It's—I'm gaining this whole new appreciation for the spaces on campus already because, you know, being at different campuses and seeing places that I love, like that green space mall, and thinking at one point . . .

TC: At one point, there was a big Coca-Cola bottling company right in the middle of that.

KL: I had no idea.

TC: There was a tool and die company there too. Greenlawn Hall as a tool and die company. There was a real estate office right in the middle of that . . . several houses so we just had to buy them and clean them out.

KL: So you really have a vision for how spaces work and how buildings and green spaces work together.

TC: The one thing that is common to every campus is—and what makes Bloomington successful—is the spacing between buildings. To make sure that there are adequate courtyards and green spaces and room to breathe. And we tried to do that in every single campus so that nothing seemed too tight, too backfilled.

Indianapolis . . . is successful to an extent that there, probably, the buildings are a little tighter than—but we didn't have a lot—I mean, there is no more land to support IUPUI than there is at IU East, for example, same amount of acreage, 250 acres.

KL: Within a city. A very big one.

TC: With 10 times the students, so.

KL: Wow, that's incredible. It's true, I mean, that's something that I've noticed with the campuses, that there's a lovely balance of green space with the buildings as well so you don't always feel closed in and that is just so neat to see. Were there other projects at the regional campuses? I know you've mentioned a few.

TC: Well, Indianapolis was a real—became a real challenge in the early 1980s because suddenly there was this partnership between IUPUI and the city of Indianapolis and the state of Indiana to develop the city of Indianapolis as the amateur sports capital of the world. And that's where Eli Lilly became very involved, the Lilly Foundation.

So they contracted to host the National Sports Festival and then the Pan American Games in Indianapolis so we needed to build the natatorium and we needed to build the track stadium, which is now a soccer stadium there, and those playing fields in order to support those activities.

And up until then, the Lilly Endowment really had not supported academic space. But I think since we did a good job with the natatorium and these things that the endowment was very involved with, we received $16 million to build the library there. So that was of that was a nice gift from the Lilly Endowment that supported the academic mission of IUPUI.

KL: The library is fantastic. I love the library here.

TC: And it was designed by Edward Larrabee Barnes too. So Barnes did the library at any Indianapolis and the library at South Bend.

KL: You know, something that's interesting to me, being both a Purdue and IU alumn, is that IUPUI, it feels like there's this lovely blend of both Purdue and IU—

TC: —Yes—

KL: —On the campus. Did you work to try to blend those two campuses?

TC: Yes. Well, you know, when we—in the early 1970s, when I became involved, if you looked at the IUPUI campus, there was already a mix of exterior building materials. The dental school was—part of it was built in yellow brick and the University Hospital was sort of in this pink stucco kind of material. Riley Hospital was a red brick.

There was all kinds of things and so the only way to make it work was to try to blend it and, for new buildings to have to have a mixture of brick and limestone and stone trim and then amassing that would sort of tie it all together, so absolutely.

I mean, you might think of Purdue as being a brick campus, which it is, on West Lafayette. So yeah, absolutely, there was an attempt to say, "How do we take all this and

make some sense out of it and—with what we're going to do now?" And that was to blend it.

KL: That's really cool because that was—my first trip to IUPUI, that was the first thing that I noticed. I was like, "This is a blend of my two campuses. I feel right at home." Wow, that's amazing.

TC: Thank you. It was fun.

KL: And so you were in the architect's office and your position—what position did you move to after that?

TC: Well . . . the person who asked me to stay in 1969 and 1970 was a man named Mr. Brooks, I always called him Mr. Brooks. His real name was [Howell], Bo Brooks, and he had been president of Coe College in Cedar Rapids, Iowa and Herman Wells brought him here to oversee this new wave of building that was going to take place here in Bloomington.

And so I worked for Mr. Brooks from 1970 until 1976 when he retired and at that point, I was 32 years old and . . . just a wonderful break for me, but the university pointed me head of university facilities for the whole system at that age.

And so I took it on and at that—so at 32, I was doing all the planning and master planning and all—overseeing all that for all of IU's campuses. So my position then was director of university facilities and then ten years later, when I was 42, they made that a vice president's position.

Then 10 years later, they folded in all of the—just about all of the non-academic functions of the university under my office and made—and I was vice president for administration. So I had HR. I had a police department.

I had all the—still all the planning and all of the physical plants, environmental health and safety, and purchasing, and all the business functions of the university. So and that's what I did then the rest of my career. But I still spent most of my time—because I liked it so much—I still spent most of my time in the planning area.

KL: So what were—

TC: —And athletics reported to me, too. So we got through the whole Bob Knight . . . termination process and Myles Brand was president then and we hired a new athletic director and it didn't work out very well.

So Myles called me, the new guy reported to me, and Myles said, "Tomorrow morning, we're going to fire the athletic director at 10 o'clock, so be down in my office at 9:30." So 9:30, I run there and we're talking about—I said, "Myles, we're going to fire the athletic director. Who's going to be athletic director?"

He said, "Oh, you are." I said, "What?" I said, "I already have a job. I'm vice president for administration." He said, "You can do both jobs for 30 days." He said, "Anybody can do anything for 30 days." Well, he resigned and became president of the NCAA. And I was—I did both jobs for two years, which was a lot of fun.

KL: Wow. That's incredible. That's like, "Congratulations, you're the new director."

TC: Right. At first, it was an interim and then they took the interim tag off and I was actually athletic director and vice president for two years. So when the new president, Adam Herbert, came I had a health issue and my wife said, "You have to change. This has to change."

Because I would go to all the away basketball games, so you went to Minnesota, which was an hour behind us time wise, and I'd get home at 3 in the morning and yet, I'd be back in my office at 7 and it was just a hard thing to do . . . after a while. And so I said to Adam Herbert, "I don't—"

I said to him, "I don't care which one but I have to give up one of these jobs." And he said, "Well, which one do you want to stay in?" And I said, "Well, I'll be honest, I was vice president for all these years, and I think that's where I best serve the university." And so that's what we did. It still took another eight months to get that down.

KL: I'm sure. Someone has to be the director before the new one comes in.

TC: He did not move very quickly. That's all I want to say.

KL: That happens sometimes in academia.

TC: It does.

KL: So when you were the athletic director for a couple of years, what things were you doing, aside from having to travel to all the games and everything, what were some of your responsibilities?

TC: Well, there was a lot of a lot of work that needed to be done. First of all, there was a tremendous morale problem to fix because that night before—really the week before we fired the athletic director, all of the head coaches came to visit with me one night at 10 o'clock in my office in Bryan Hall, except for the football coach Gerry DiNardo.

But all the other head coaches came and said, "If the athletic director's position doesn't change, we are going to resign en masse." Now, I don't know that they would have, but that's what they said. And I mean, it was a real morale problem.

And so the first few months as athletic director, my job really was to solve and lift the spirits of the department. It was just down beaten. So we not only fired the athletic director but then that afternoon, I had to fire four of his assistants that he brought with him and some . . . got that done.

We just started fresh and it took off. It was . . . while I was there, we won national championships in both years, in men's soccer. We played for the national championship in basketball in 2002. And I actually enjoyed it a lot. I'm being an old runner at IU, it was sort of . . . it felt good, felt very comfortable.

KL: Wow, that's amazing. Taking that on when you already have a very, very full-time position and not just stepping into a role but having to step into a very precarious situation and build morale back up. That's amazing.

TC: It was a challenge, but it was—so I said, it seemed very comfortable. It just took, you know, it took 16 hours a day to do it. And because I spent still the same amount of time in Bryan Hall serving as vice president. So it was—I literally did two jobs every day.

KL: That's amazing that you were able to step in at a time where someone was really needed, and you were able to do that and make a really large impact.

TC: I think I did.

KL: So I know that we've talked about some of the planning that you did on the regional campuses in your role and then you stepped into the vice president position, I know that people talked about how you've really held on and kept Herman Wells's legacy of campus beautification and spaces and that, you know, places that would have been parking lots are green spaces, in large part to you.

TC: There is . . . it's interesting to note, when we talk about Herman, that one of the things I had to do was change directions here at the university in a very, very dramatic way and that is when Herman was president and then later as chancellor, he did not allow for gardens, flower gardens, to be on campus.

And so his view and his view came from his . . . he had a consultant named Frits Loonsten who was a landscape architect in Indianapolis and Frits would say to Herman, "We have to keep the campus natural. It's a wooded—woodland campus and if you start planting formal gardens . . ."

First of all, he said, "The faculty is going to raise up and say you're wasting money and they're going to be hard to care for." I did not agree with that. And so when John Ryan was president, we talked about it and I said to President Ryan that I wanted to first of all, I wanted to reconstruct these low walls that I knew were on campus at one time but had disappeared.

There was a few—if you read Hoagy Carmichael's biography, *Stardust Road*, he talks about these spooning walls that are along Third Street, but they were all gone. But I

knew that the foundations were there. And so I wanted to reconstruct the small, low walls to give the camp sort of a crisp edge.

And then with that, we started planting flowers and we started our own greenhouses. We have—and today, we have five greenhouses out on the northeast edge of the campus, and we provide almost all of our own plant materials. But I think now there are over 400 different garden spots on the campus, but none of those existed with Herman.

And he was alive when I started this. And he liked them but he . . . you know, he didn't gush over them. He would say, "They look beautiful. What's it costing you?" And I said, "Well . . . we're doing this from seed. It's not costing us very much at all."

And I always hoped that by the time he left this earth that he thought that was the right thing to do, but I can't tell you that for sure. But I knew it was the right thing to do. And so the beautification of the campus, while it was always a naturally beautiful, we wanted to make it beautiful, in a sense, that we complemented that woodland area with color.

And today, you see, when you walk across the campus, a lot of color. And nobody—I never got the first call from a faculty member saying you're wasting money. They all supported it. Even the walls that we built. Nobody ever said to me, "Stop that . . . that should be in our salary." Nobody ever said that.

KL: Wow. I did not know that about Herman Wells.

TC: There were no gardens up until really almost 1980.

KL: I just can't even imagine this campus without the flowers.

TC: I know. It's hard to even . . .

KL: That's how I know it as.

TC: Of course.

KL: Wow. It's one of the things that I first noticed when I came here because I came from a school that had a strong agriculture and horticultural school. We didn't have flowers like that.

TC: That reminds me of my observation. Here's what I don't understand: Indiana University has the finest music school in the world, right? But Purdue University has this great marching band. I mean, really a great marching band. Purdue has the School of Horticulture, but we have the beautiful campus. Now that doesn't seem to go together, does it?

KL: I totally agree. I'll never forget my first visit here. I was blown away by the beautiful color and flowers. And my cousin visited – because she's potentially coming here next year – first word out of her mouth, "They're so many beautiful flowers."

TC: I know. That's all been since 1980. Wasn't a single flower or a single basket or a single anything up till then.

KL: Well, I remember when I learned that it was self-sustaining, that it was grown at IU and it would be switched out and harvested. So, it's amazing.

TC: We bought a nursery that went out of business down in Salisbury and transported all their plant materials up here and disassembled their greenhouses and rebuilt them here. And so, it got everything going.

KL: And then the arboretum, that was you, right?

TC: Yeah, the arboretum was a very controversial thing because the faculty in Radio and TV, the faculty that used the library, the librarians, et cetera, all thought that was a very obvious place for a parking garage or at least a large surface parking lot, when we took the football stadium down.

And now, let's give John Ryan credit here because he, John Ryan, called me into his office and said, "Well we can't build—I don't want to build a parking garage or a . . ." He said, "Come up with an idea by Friday when the trustees are going to talk about this."

So we had a landscape architect on staff, a young woman from New Albany, Indiana named Amy Applegate. and Amy's dad was an architect in New Albany. And I said, "Amy, what are we going to do? We want to—we have to have a plan by Friday."

And she stayed up all night designing this arboretum plan, and so I took it to President Ryan, and he liked it and we took it to the trustees and they liked it and approved it. And so, when we took down the football stadium, it was no decision about parking lots or parking garages. It was going to be this big green space.

And then the last little project that Frits Loonsten, who is Herman's landscape guy, did was he designed that pond that's there, and that little stream, that's not natural. That's a recirculating stream, and there's a pump that pumps water back up to the top and then flows back down. That was the last work that he did for IU.

KL: That's beautiful. And that space is really lovely in the sense that it has afforded an opportunity for there to be named trees in honor people. So when you create spaces on campus, do you also think in terms of places that could potentially serve as honorary?

TC: Well . . . the arboretum actually was filled rather quickly and so we took to the trustees the idea that the entire campus should be an arboretum, that that should be the arboretum center.

But the entire campus should be an arboretum and anywhere that people wanted to plant something and name it for a deceased family member or friend or an honor of somebody's retirement. So that happens all over campus. So it's a good way to continue to plant the canopy of the campus properly.

KL: That's wonderful. And I know, I spoke to Bob Levine for the Oral History Project as well and he talked about the Herman Wells statue and had mentioned both you and Curt Simic and so I know you worked with him on that statue and some of that space. Can you tell me a little bit about that?

TC: Well, there are a couple of real interesting stories. The—first of all, the sculpture piece was created by an artist from the IU South Bend campus and his name is Tuck [Langland] I believe, is his last name, [Langland]. And Tuck did a piece for us on the South Bend campus.

So when you walk and you go through that green space, you'll see that there are these two pieces where they're touching, almost, there. He did that and we liked that work. So we hired him to do the Herman Wells piece.

So Tuck, by the way, is a University of Minnesota graduate and we dedicated that piece on Homecoming weekend when we happened to play Minnesota. And so here's a little interesting thing: he had a little fun with us and we didn't know this for about six months.

But if you go out there and you see Herman's hat, which is sort of laying on his knee, and you get on the ground and you look up underneath the brim of that hat, Tuck put in, "Go gofers." So he had a little—played a little trick on his IU your friends.

KL: That's awesome.

TC: It is and it's is still there. I mean, it's . . . he forged it in. And then the other thing, we lacked funds for the entire project. And so the family that owns the Fort Wayne newspapers, the Inskeep family. Harriett Inskeep was one of the very first female trustees at Indiana University and great, great IU family.

And Dick and Harriet were celebrating their fiftieth wedding anniversary. And so their children came and said, "If we make a gift, can you somehow include us in this honorary piece of sculpture that's being done for Herman?"

So if you look on the back of those benches it says fiftieth. That's all it says, it's right there in the middle of each of those benches. And that's to honor Dick and Harriet's fiftieth wedding anniversary and then their family made a very sizable gift that enabled us to fund that project.

KL: I didn't know that. When I head back to the library, I'm totally looking for "Go gofers" and the fiftieth—

TC: —You have to get down—now, the "Go gofers," get underneath it and look up, underneath that brim of that hat. But fiftieth is right there on the back of those benches and you'll see it in plain sight.

So when Hoagy Carmichael, when they did the sculpture piece for Hoagy Carmichael, the Carmichael family wanted that piece to be in that part of the campus. And I said, "No, that that whole part of the campus belongs to Herman. And certainly, you wouldn't want to compete with Herman Wells, would you?"

And they couldn't really defeat that argument. But I think where it is, over right outside the door there of the cinema, which I love very much, is the right place for it. But Herman . . . I mean, everybody that goes by loves to sit there and have their photo taken next to Herman or touch his hand, which is extended, or sometimes touch his hat.

So you can see the patina has been worn on those places on that statue where people like to just have some contact with Herman Wells.

KL: Wow. There are so many things on this campus and the regional campuses that I can't imagine them being any other way and it's really incredible that you're the one who made them that way. That's neat.

TC: Nobody does anything by themselves, you know, everything that's done, it's like the book. It was a team effort. And everything's a team. Nothing gets done at a university without a lot of people rolling up their sleeves and working together to do something for Old IU and that's what it's all about.

KL: You know, speaking of that, were there specific people who you worked with over the years that just really impacted your time here?

TC: Absolutely. Ray Casati, who was the university architect for 50 years, was a very close colleague. I had the great honor of working closely . . . when I was there, we had an architectural review committee that was made up of some members of the Board of Trustees and members of the administration.

And we carefully looked at every building project that came along to be sure it was compatible and would fit in and set IU Bloomington or IU Northwest or whatever. And the chair of that committee for a long, long time was a man named Dick Stoner, who was also president of the Board of Trustees.

But he was the guy in Columbus that J. Irwin Miller looked to create the Athens of the Midwest, the Columbus thing, and . . .I mean, I learned so much about architecture, about planning, about the principles of planning from Dick Stoner.

He definitely impacted my life, and my mentor, Ed Williams, who I sort of followed along through the business school and then through the administration of the university. I mean, just he had a—first of all, he was the most moral man that I have ever known. He had just a clear sense of what was right and what was wrong.

And he was—I mean, and it was true. And I learned a lot about what was important and what to spend your time on and what to ignore. And in every person that does anything of significance, you might have a lot of support.

But there's always going to be some people that think you're doing just the wrong thing and you've got to just ignore that and let it just slide off your back and keep going. Ed taught me how to do that. I will always be indebted to Ed Williams for that.

George Pinnell, who is executive vice president. We all wanted to be like George who—it was always said he was always smooth but never slick. And I think that's right. He was—he just had a way about him. And so a lot of great people. I loved working for John Ryan. I loved working for Tom Ehrlich, who's still a good friend today.

And I loved working for Myles Brand. Myles gave up his presidency, really, to deal with the Bob Knight issue. I mean, once you take that step, your agenda, at a place like Indiana that's so basketball crazy, is over. I mean, nobody ever wanted to talk to Myles Brand about anything else after that except firing Bob Knight.

So he had to leave, and I understood that and he understood it and landed—I mean, he did it to become president of the NCAA. It was a great step for him. But he was—I thought he was a great president and a great friend. So I really am particularly indebted to John Ryan, Tom Ehrlich, and Myles Brand. All three were, in my view, were exceptional presidents of Indiana University.

KL: That's wonderful. Terry, can you tell me about some of the benefits of being staff at IU?

TC: Some of the benefits? Well, I mean, I think first of all, just being associated with Indiana University, which is, I mean, it's a noble mission. What it is our—I mean, if you want to put it in business terms or corporate terms, what's our product?

Our product is taking students, and Herman used to say it to me, and it fit for me at least, "You know, our job is to take students from these small towns in Indiana and prepare them for bigger things. And hopefully, they go back to these small towns and they're different people."

And now, that flavor has changed a little bit because we have so many out-of-state students and so many international students. It's not . . . when I was a student here, mainly it was in-state Indiana kids from small towns, and a lot of them were not great students, but became good students here.

And there's something to be said for that too because they go back to their communities, they pay taxes, and they support the university. And so just that noble mission of preparing students to be part of that is a great thing, I think, for people who are staff that at IU.

And then, the benefits of . . . the HR benefits, the hospitalization, all that comes with it. Those are wonderful benefits. Retirement plans, etc., that you don't find in the private sector very much anymore. So and it's a great place to work.

And I strongly believe that there is a there is a connection between aesthetic quality and work productivity. And if people are working in a pleasant environment, a beautiful environment, they tend to be better employees. And I think they get the chance to do that here.

KL: And have there been any challenges being staff at IU or in your role at IU?

TC: Well, I mean . . . paying people properly. It was always a challenge. I mean, I don't know how the budgeting process works today. I've been retired now for about nine years

so, you know, you become disconnected, but there was always an emphasis to upgrade faculty salaries first here.

And so sometimes the staff was a second thought to all that which—I always fought for the staff. I thought that was my job, to be at the table and do the best I could for the staff of the university.

KL: Can you talk a little bit about how your job changed over the years, as far as roles or . . .

TC: My job just kept growing, and at first, it was all part of the architect's office and then it was not only the architect's office, but in '76 when I was 32, that included the architect's office and the physical plant and then all of the real estate department and the property and buying and selling real estate, etc., and environmental health and safety and insurance as the portfolios of the university.

And then from there, it became all of the administrative functions as well: HR, purchasing, you know. And then athletics and so it just kept growing as I went along. And that was nice because I took it as a vote of confidence that I was doing my work properly.

KL: And one of the questions that we ask – and I asked you a little earlier on when we were talking about your college days – is how all campuses changed or the facilities have changed since you were first here. But I could probably just extend that to university wide on all of the campuses. Can you talk – it's a huge question – but can you talk a little bit about the changes over the years and the growth?

TC: Well, all the extension centers, which were . . . almost all of them were one building operations when I started, all are now full -blown campuses and offering four-year degrees and, in some cases, some advanced degrees.

And back then, nobody graduated from South Bend or IU Kokomo. You went there a couple of years and then you came down to Bloomington to finish, but that all changed,

and they became baccalaureate degree campuses and then they became real parts of those communities. And so, there was a terrific political benefit from that.

And that is the way the legislature works, of course, is Bloomington has this large university but was a small town. And so at the legislature, you maybe had a state senator and maybe one or two state representatives, but you didn't have a lot of clout at the General Assembly.

But when you have Indiana University presence in Gary, South Bend, Fort Wayne, Kokomo, Indianapolis, Bloomington, and Richmond and New Albany, the political opportunities to maximize your work at the legislature grew just by leaps and bounds. I mean, there were people then on key committees.

Ways and Means or Senate Finance are in a position to help Indiana University that were coming out of communities where there was an IU presence. And then that was further extended when the medical school established distributive medical education at hospitals in Gary and in Evansville and Fort Wayne and Muncie, where you could go to school and be an IU medical school student.

I mean, the number of towns that had an IU presence then became such a political force. You could rally that and put that political currency together and get things done at the legislature. That wasn't always the case because if you are depending on, well, we had good representatives in Bloomington, it wasn't enough, I mean, one or two people. Here you could deal with lots of people.

KL: Wow. That is a perspective I had never even thought about, having all the campuses statewide and having people coming out of those communities.

TC: And you could say, I mean, you could parlay, I mean, if somebody who was a state representative in South Bend wanted a new building for South Bend, you could say, great we'll put that on the list, but it's right here under the Bloomington building so let's get all of that taken care of. And that's the argument we made.

So you had to go down through the list to get to those projects, but they were the ones that could get it in the budget at the end of the day. So a lot of the political activity changed with IU having a presence, a real presence, in all of these different locations.

KL: Wow. That is amazing. Things that I'm learning from you, Terry.

TC: Well, it's a fact of life. It's the way the system works.

KL: Absolutely. And one thing that I want to ask you too is that you've been awarded honors over years at the university. Can you talk to me about those honors and awards?

TC: Oh, that's embarrassing. I mean, there are some very nice things that happened, and to receive a Sagamore of the Wabash from both a Republican and Democratic governor, one Evan Bayh, the other Mitch Daniels, was very nice.

To receive the University Medal, which is only awarded by the trustees of the university, not the president or anybody else and there are very few of them that have been handed out over the years; that was very nice.

And then most recently, to be honored with a Distinguished Alumni [Service] Award, which if you consider the number of IU alumni and to know that there are just 106 living distinguished alumni out of almost a million people, that's a very high honor. So and then to be in the Little 500 Hall of Fame! Are you kidding me?

KL: That's amazing. Wow, that is so wonderful.

TC: I'm very blessed.

KL: Something else that you did, which is amazing, is that beautiful book that you authored and published. Can you talk a little bit about that process and the things that you wanted to include and why?

TC: Well, the book . . . I was very grateful when President McRobbie asked me to do that when we first started talking about what I might do after retiring. And I had to think about it for a while because it just came right out of the blue, and I had never thought about writing a book and had never written a book.

And so after about a year, I went back to the president and I let him—when he became president, I worked in his administration for two years and then I was under the mandatory retirement age of 65. So I knew that I would not be working in his administration for a very long time.

And I didn't . . . I wanted to remind him of that, so two years before I was planning to retire, I went to visit with him and said, "I want to start planning this now and let you have time to plan for it too." And so we talked about a couple of different times over the next couple of years.

And at one of those sessions, he said, "Well, why don't you write a book?" And I said, "Let me think about that." And so I went back the next time we talked and I said, "I'm going to need a little help. I think I would like to do that, but I'm going to need a little help with it."

He offered the services of Susan Moke, who had been a speechwriter for Myles Brand and had been a speechwriter for Adam Herbert. But President McRobbie had someone in mind to write his speeches, and that was very common.

Almost every president changed speechwriters because it's a very personal talent to get the voice of the president just right. But Susan had a lot of—still wanted to stay at the university and so he said, "Would you like to have half of her time to help you?" And I said, "That'd be terrific."

And I knew Susan had certainly written her dissertation which had become a book and had had some practice and all that, was a very good writer. So we started out . . . the sad part of the whole process was that we had just barely started when Susan became ill. And it happened so fast.

She . . . we had had a meeting with the IU Press in February, and after the meeting in February, we were sitting in the parking lot talking about what the head of the IU Press had said to us about our very early efforts to do a couple of chapters and I said, "Susan, you didn't seem like yourself today. Is everything okay?"

She said, “I have this pain in my chest and in my back,” and she said, “I’m going to go have it looked at.” Well, this was February and she was gone in July. I mean, she just . . . the cancer was just there, everywhere and it was just the saddest thing for me, and I liked her so much.

And I had selected her husband to be our photographer. And he continued to be the photographer for the book but then I sort of put the project on hold for a little bit. And then one day I got a call from Kelly Kish, and she said, “What are you going to do with your book?” I said, “I don’t know.”

I said, “I’m so bummed about losing Susan Moke. She was a friend, first of all. And she knew how to do some of these things that I don’t know how to do.” And she said, “Well, would you consider a couple of ladies from the archives?” who I didn’t know.

Now Dina tells this story that we had actually met earlier because she parked her car in the Bryan Hall parking lot and kicked her out. I don’t remember that, but it’s a good story. So anyway, I said, “Well, I don’t know.” I said, “Let me let me talk to them.”

And so I had a meeting with Dina and Carrie together and we talked about it. And I knew that their expertise was going to be not in the writing area but in the research area. So we . . . after a couple of hours of kicking it around, I said, “Well, are you ladies interested in doing this?” And they both said yes.

So McRobbie’s office gave them 10 hours a week of release time to help with this book. So it took off, and we arranged how we did things. We did . . . but they were wonderful. Wonderful people to work with, and Tyagan Miller, the photographer, did a good job with photographs, and it just took longer than I thought.

I worked on the book for seven years. The president’s office provided me with an in-house editor full time. A woman named Linda Quigley. And Linda was . . . she could be difficult, but she really was an excellent editor and she took everything that I ever wrote and made it a little better.

I mean, just sometimes just saying, "It's too wordy. Just drop this word out of the sentence and read it," and I would, and it really would read a little better. And so she just had a knack for cleaning up my stuff and telling me how to be a better writer.

When you go through the business school, you learn to write in the most concise way, just you want to eliminate ambiguity. Just say, "This is this, this is what we agreed to. This is . . ." you know, leave it . . . close it as much as possible. When you're writing a book like this, you want to be . . . you want to be expansive and talk about a lot of things.

And so it was hard to make that change. But Linda really helped me a lot, and she helped Dina and she helped Carrie too. And so the IU Press said, "You've got to give us a proposal. What would you—what do you want this book to be?"

And I thought about that, and I went back to them with a proposal and I said, "What I want this book to be is if I. M. Pei picks up a copy of this book at his office on Madison Avenue in New York City, he's going to find enough architectural description and detail that he's going to like to read about each of these buildings.

But what I really want is, I want I want it to be an attractive book to our 690,000 living alumni who have fond memories of being here, who have—just the questions you just asked me. Is there a special place on the campus? What are your memories? Well, you know, where did you meet your wife? Where did you have a date?

Where did you get drunk? Well, what happened there while you were here? And everybody has those special places, and I wanted our alumni to find those places in this book and smile and have warm thoughts. And so that's what the book was about.

And so there is part of it is just an architectural description of the architectural style and the building material and the massing and you know, this and that. But also, I wanted to be a book about the people that brought these buildings to life and that did their work here. The people like James Watson and his work with DNA.

Or, I mean, we had so many great professors here. B.F. Skinner and so many and still do, great people. And I wanted that book to tell that story too. And in the end, I can't

thank the IU Press enough. They did a wonderful job. I'm so grateful to Gary Dunham. I'm so grateful to Pam Rude who laid out the book so well.

Peggy did a super job with just collecting and organizing photographs. I gave her over 5,000 photographs. And from that we boiled it down to 500. So we eliminated, you know, 4,500 photographs along the way.

And Peggy was so good about keeping this process moving and just . . . Nancy Lightfoot who worked as a finishing editor and I just . . . the IU Press did a wonderful job here. And so, the book has been surprisingly successful. We sold out the whole first printing and we're into the second printing already, and every week I give a talk someplace.

I'm doing two next week for people about the book. I've talked to our church about it. Talked to . . . I've done—went to Washington, DC and talked to our congressional delegation about it. Just had a lot of fun. It's been wonderful. And I can't think Dina and Carrie enough there. They were just terrific. And Linda Quigley too. It was a great team.

KL: It's a beautiful book.

TC: Thank you.

KL: I mean, it's nice to be able to—sometimes with books like that, getting all the important content, but to have the layout of beautiful images and choosing which ones to use, it's so beautiful.

TC: We would spend hours and hours with . . . Peggy would put these images onscreen and I'd say all the final decisions were mine. The ladies would say, "I sort of like that," but they were afraid to really voice their opinions.

So finally, I say, "No. Yes. No. Thumbs up. Thumbs down," and we just kept getting rid of photographs but keeping those, and I think the ones we kept were the right ones.

KL: Wow, thank you so much for talking about the book and providing details. And now I know what that firetruck is in that book.

TC: Well, what's funny about the photograph that's in the book is—my fraternity house, we had a basketball player who was the very first seven-footer ever to play at IU, his name was Winston Fairfield. He was from Massachusetts and he was not only tall, but he was big.

So he's driving that fire—he's the only one that ever looked right driving that firetruck, I mean, from terms of scale. He looked like he should have been there. Everybody else looked like they're driving a clown car, but Winston, I mean, that firetruck looked like it is just the right size for him. He's the one in the photograph driving the firetruck.

KL: Oh my gosh, that's fantastic. That is so wonderful. And Terry, you talk about retiring and writing the book and staying in touch with IU. Can you tell me a little bit about your relationship with IU and how you're still in touch and contributing to the university even though you're retired?

TC: Yeah, I mean, I have the title vice president emeritus, so that means something. I'm not sure exactly what, but you still go to some groundbreakings and dedications, just stay part of it. But the longer you're retired, the further away you get. Not because you want to or not because you have to, but just other things fill that vacuum.

Your family grows and suddenly those little kids are now, one's a senior at Purdue, I've got a . . . his brother is a freshman out at Cal Berkeley. I've got—my other son has got one that's a junior at Bishop Chatard in Indianapolis. So he's starting to think about colleges now.

And your family grows older, and they require attention and they require—I mean, you want to be there with them. You want to experience that. So it's not that you ever disconnect from university and there's something – and it's certainly never intentional – but it's just that there are phases to life that you go through.

And when I finished the book, then my contract for the office I had came to an end last June 30. So it's a little . . . so I don't have an office on the campus now and did for 10 years, which was very nice. And it's . . . you just go to the next part of your life. But IU is always a central part of that life but just in a little different way.

KL: Well, there is one question that we ask everybody at the end of the interview, and it is: what does IU mean to you?

TC: Well, as I said a moment ago, almost every good thing in my life has come about from Indiana University. I had wonderful parents, and I had a wonderful childhood. I couldn't have asked for anything better. We didn't have a lot, but we had a lot of love.

And I loved my parents, and I can't remember a bad moment with either of my parents. There was never any time of difficulty or . . . I just tried to do the right things and they were supportive. But beyond that, once I left home to go to school, after that, every opportunity came about through IU.

I have my family. I had a career. I have children and I have grandchildren. My interests. I got to do everything I ever wanted to do at IU. I mean . . . being vice president of the university was wonderful. But even my interest in athletics was tended to because of the couple of years I spent there and the 12 years that athletics reported into my office.

And so all of my main interests in life were . . . I was allowed to pursue and do something with because of IU, so in that sense, other than my family, it's meant everything.

KL: Thank you so much.

TC: Everything. Thank you.

KL: Thank you so much for taking the time—

TC: —My pleasure—

KL: —to share your memories. I feel like I just have a whole new understanding of the campus—

TC: —Now what you're going to look for is "Go gofers." I know you, I can just see it. You're going to be on your . . . you're going to get underneath that hat and look.

KL: That's exactly what I'm doing on my way back to the library.

TC: You won't have to get—the fiftieth is pretty plain and simple.

KL: Oh, I love that. It's amazing. Thank you so much. This has been so delightful. Is there anything else that you want to add before we . . .

TC: Well, I just because you know them so well, I just want to underscore how much I mean, I loved working with Dina and Carrie. I think they're both terrific. I don't see Carrie very often anymore. I know she's busy with her career and her family and all. Dina and I still do a lot of stuff. Next week, we're going to go over to the Federal Room.

There was a time – I didn't ask to do this, but there was a time when Ken Gros Louis would do this – talk about the Federal Room and all the pieces that are in there and the artwork. And most of it, he made up. I mean, honestly, he would just make it up. Because I would know the truth, I'd be like, "What? I can't believe you're saying that."

But anyway, because I'd go to these banquets in the Federal Room, you know. So J.T. Forbes came to me at the DASA dinner this last time. He said, "You know, everybody enjoyed what Gros Louis did. Now he's been dead for a couple of years . . . will you do it?"

I said, "J.T., if I'm going to do it, I'm going to tell the truth. I mean, that's not a picture of such and such back there. That's not . . ." So he said, "Good. Tell the truth." So I am getting up to snuff on everything that's in the Federal Room: all the paintings and the wallpaper and all the art pieces that are in there, the ceramics, the silver, and the China, and the crystal, and all.

So Dina is helping me do that. So we're doing that next week. But I love those ladies. They were just . . . I have told them this, and I don't think they quite understand it, but they allowed my retirement to be . . . I've watched people grow through retirement and it's really difficult for most of them.

If you've had a real important job at IU, most people let that become your identity. I mean, that's who you are. And it's really not who you are. You are a father, a husband,

you are something completely really different than that. And Dina and Carrie helped make retirement a fun thing for me to do, not something I ever worried about.

I mean, I had this work to do. But it was just fun to. We would meet once a week and to sit there and laugh the whole time. I would tell stories about IU, and they couldn't believe some of the . . . and believe me, I've got some. My next book is going to be a book of stories about IU. I can do five chapters on Bob Knight alone.

KL: I think that should be your next book. Yeah, Dina and Carrie are wonderful. I can definitely believe that you would spend many of your meetings laughing.

TC: Oh, just laughing. They were great. So thank you for asking me to do this.

KL: Thank you. This is so wonderful. And this will be such an important contribution to the Oral History Project and just to the greater understanding of the history of the university.

TC: Thank you.

KL: Thank you so much, Terry.

TC: Thank you very much.