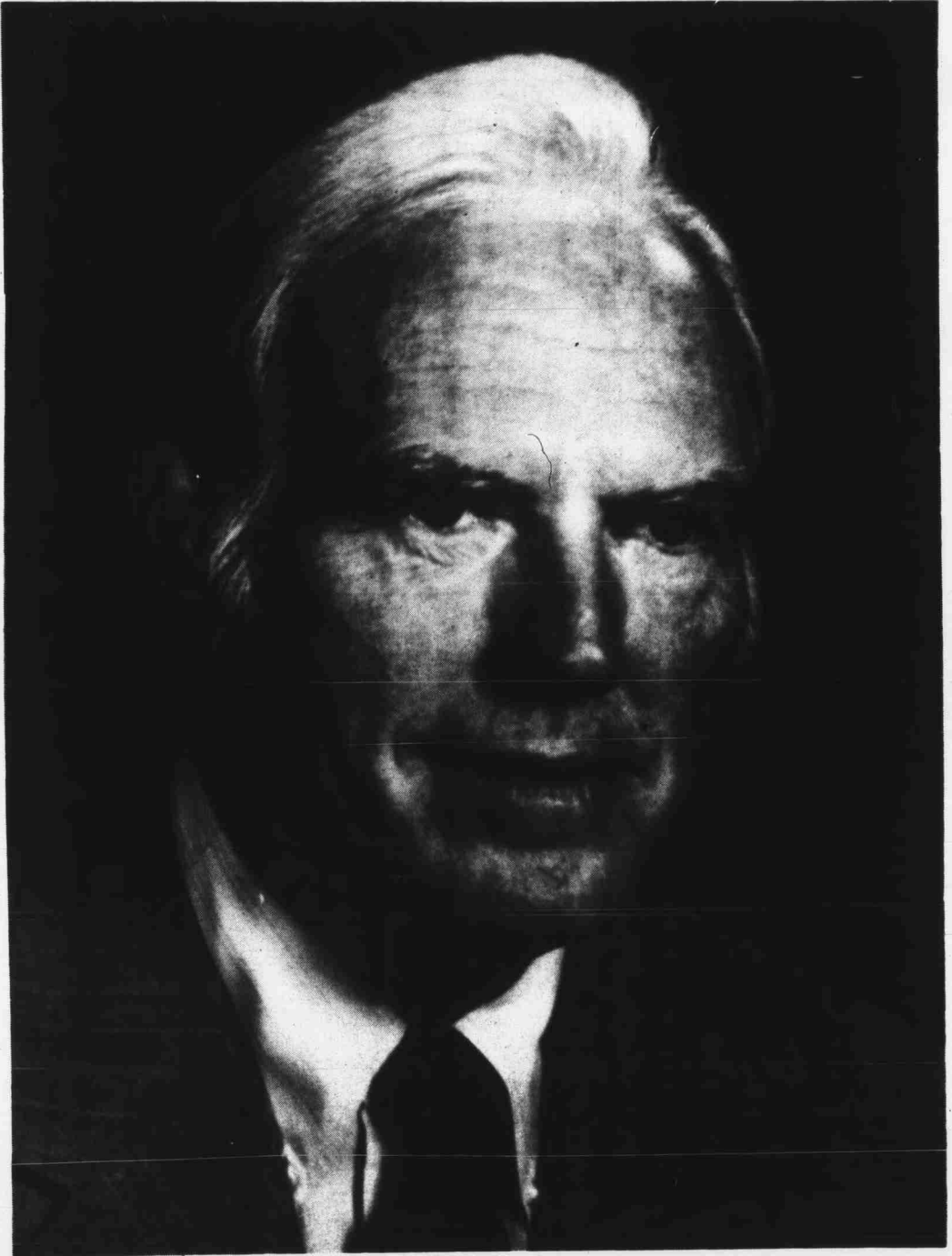


Technician

North Carolina State University's Student Newspaper Since 1920

Special Edition

Thursday, May 1, 1975



The Caldwell Years

Founded February 1, 1920, with M. F. Trice as first Editor, the *Technician* is published Monday, Wednesday, Friday and special occasions such as this during the school year, except during holidays and exam periods, by the students of North Carolina State University.

Offices are located in Suites 3120-21 in the University Student Center, Cates Avenue. Campus and mailing address at P.O. Box 5698, Raleigh, North Carolina, 27607. Subscriptions are \$8.00 per academic semester and \$15.00 per year. Printed by Hinton Press, Mebane, N.C. Second class postage paid, Raleigh, N.C.

The *Technician* would like to thank Hardy Berry, Director, Information Services, Maurice Toller, University Archivist, and George Panton, 1969-70 *Technician* Editor, for their assistance in locating certain written and photographic materials contained in this edition. Thanks also to long since departed *Technician* and Agromeck photographers for their work which appears herein.

The staff for this very special issue: Matthew Hale,

Howard Barnett,

Ava Cook,

Jim Pomeranz,

Teresa Brown,

and Kevin Fisher

March 3, 1960

A new man takes over the reigns of N.C. State

The following is reprinted from the March 3, 1960 Raleigh Times.

North Carolina State College marked two significant milestones in its history today.

Dr. John T. Caldwell was formally installed as the college's eighth chief executive officer, and the institution celebrated the 73rd anniversary of its founding.

Amid academic pomp and pageantry, Dr. Caldwell was inducted into office by Governor Luther H. Hodges in William Neal Reynolds Coliseum. The oath of office was administered by Chief Justice J. Wallace Winborne of the State Supreme Court.

President William C. Friday of the Consolidated University of North Carolina presided over the installation exercises, which were attended by thousands of alumni, students, trustees, legislators, faculty members, visiting college and university executives and others.

Live radio and television broadcasts beamed an account of the rites into additional thousands of homes across the state.

Greetings were extended to Chancellor Caldwell by Judge Rudolph I. Mintz of Wilmington, representing the Board of Trustees; Prof. L. Walter Seegers, chairman of the State College faculty; H. Eddie Knox of Davidson, president of the Student Government; and Mose Kiser of Greensboro, representing the General Alumni Association.

The invocation and benediction

was spoken by the Rev. W.W. Finlator, pastor of the Pullen Memorial Baptist Church, Raleigh.

Special music was provided by the State College Symphonic Band, the Men's Glee Club, and the Matted Men's Chorus, all under the direction of Robert A. Barnes, director of music at the college.

Dr. Eric A. Walker, president of the Pennsylvania State University at University Park, Pa., will speak at a dinner honoring Chancellor Caldwell to be given in the College Union Building at 6:30 p.m. for trustees, members of the General Assembly, State officials, and members of the faculty installation committee.

Dr. Caldwell, former president of the University of Arkansas, assumed his duties as chancellor last September 1.

As chancellor of State, Dr. Caldwell directs an educational and research program embracing 50 instructional departments; a \$50,000,000 plus physical plant; a technical mission to Peru; forest laboratories in four regions of North Carolina; engineering facilities at Asheville, Gastonia, and Charlotte; 16 test farms at various locations throughout the state; 2,000 staff members in Raleigh; employees in all of the State's 100 county seats; a student body of 8,000 plus; the nation's first privately-owned and operated nuclear reactor; a \$5,000,000 annual research budget; a \$16,000,000 annual payroll; and the authority to grant bachelor of science degrees in more than 50 fields; master of science degrees in 57 fields; and

doctor of philosophy in 23 fields.

In his inaugural talk, Chancellor Caldwell delivered an eloquent appeal for continuing support of State College, envisioned an even greater institution of higher learning with rising prestige around the world, and pledged his service to building the institution for increased service to the people of the state and nation.

"State College mirrors the new America with its fresh concern for beauty of form, sight, sound, and eloquence of thought," he said. Our educational objectives are fully contemporary with emerging emphasis on fundamental science as the basis for advancing technology."

"Man's greatest enslaver has always been ignorance. Man's greatest emancipator has always been truth understood. North Carolina State College is dedicated to the process of freeing men's minds. There have been brought into being here great faculties in the biological sciences, the physical sciences, the social sciences, and even the humanities, great faculties indeed in the fields of the applied sciences and technology. We will have ideas, lots of them, ideas about how we can improve the quality of what we do, broaden the service of this institution, and strengthen the support we even now enjoy. As the channels are continuously held open for our concepts and needs to be presented with reason and clarity, the full flowering of North Carolina State College will be assured those who work here and those who come here to learn."



The newly installed chancellor greets well wishers in the post ceremony receiving line. The installation exercises were attended by several thousand, and live radio and television broadcasts beamed the ceremony across the state.



John Tyler Caldwell takes the oath of office from Chief Justice J. Wallace Winborne, becoming the eighth chief

executive of the university. UNC President William Friday looks on.

"Man's greatest enslaver has always been ignorance. Man's greatest emancipator has always been truth understood. North Carolina State College is dedicated to the process of freeing men's minds."

—from
Chancellor Caldwell's
Installation Address

Sixteen years of growth

by Hardy D. Berry

For the last fifteen years, alumni across North Carolina and the nation have thought of Chancellor John T. Caldwell when they have thought of North Carolina State University.

That association will retain its permanence even after Chancellor Caldwell retires on June 30, 1975.

In announcing his retirement, Dr. Caldwell issued the following statement:

"I have informed President William Friday and the North Carolina State University Board of Trustees of my desire to relinquish the Chancellorship of North Carolina State University on June 30, 1975.

"My reasons for stepping down are uncomplicated, resting essentially on two considerations. One is personal. Mrs. Caldwell and I are ready for a change.

"The other is professional. This academic year will conclude my sixteenth as Chancellor of N.C. State. It is simply time for the leadership to be taken over by a new personality. I am confident the move will be good for all elements of the University family. In my view, no institution in America has or deserves a brighter future.

"I should go without saying that I have not made this decision lightly. And I make it with a heart full of gratitude for marvelously exciting, fulfilling, and happy years.

"At appropriate times I will, of course, express public appreciation to countless individuals who have contributed in special ways to my life as Chancellor, notably Bill Friday.

"As for future plans, I have none. I will let this unfold in the forthcoming months."

President's Statement

William C. Friday, president of the University of North Carolina, issued a statement praising Caldwell. He said:

"John Caldwell has served the University and State with great distinction and uncommon devotion. His splendid leadership has made N.C. State a great center for learning and service to the people of North Carolina. He has brought the University to national and international eminence. In all things, he has been a fair and

forceful leader."

"We are grateful to Mrs. Caldwell and to the Chancellor for sharing themselves so abundantly with the entire University community. We shall miss his warm and gracious presence, but we are glad that he and Mrs. Caldwell will continue to live and work among us."

"Magnificent Unfolding Future"

Perhaps John Caldwell, in that beautiful September of 1959, had a vision of what would happen to North Carolina State University in the years ahead.

But being Caldwell, he probably had no such list or timetable of things to be done; buildings to be built, or degrees to establish; being Caldwell he just knew things would happen, all of them good.

"A magnificently unfolding future," he said in an early statement about the University.

Dr. John T. Caldwell has been chancellor during 15 years of most dramatic development at North Carolina State University. Now he will retire June 30.

So rapid has been the University's growth since Caldwell became chancellor in 1959 that he has conferred nearly two-thirds of the 47,000 degrees awarded by the University in its 85-year history.

The eighth chief executive of North Carolina's Land Grant state university, Chancellor Caldwell has presided over the University during a decade and a half of enormous growth and qualitative development.

Total enrollment was 6,100 when he was installed by the late Gov. Luther Hodges, chairman of the trustees in 1959. This fall NCSU's enrollment reached 15,750.

Physical Growth

The physical growth of North Carolina State since 1959 exceeds by many times the size of the college when Caldwell became Chancellor.

Among the buildings built during his administration are: Lee, Sullivan, Bowen, Metcalf, and Carroll dormitories; Carmichael Gymnasium; Case Athletics Center; Mann civil engineering building; Fraternity Housing; Harris Cafeteria; Gardner Biological Sciences building; Carter Stadium; Weaver Biological and

Agricultural Engineering addition; Dearstyne Avian Health Center; the Phytotron; Cox Hall, Dabney Hall; Harrelson Hall; Schaub Food Science building; the Faculty Club; the Design School addition; the 11-story D. H. Hill Library Tower; Biltmore Hall; Poe Education building; the new Burlington Nuclear Laboratories, the new University Student Center and Price Music Center; and other facilities.

Two Schools

Two of State's eight schools were established in the early years of the Caldwell administration, the School of Physical and Mathematical Sciences and the School of Liberal Arts, now the largest division in the University.

Dr. Caldwell once noted that the addition of the bachelor of arts degree in the early 1960's had made a great improvement in the beauty of the campus, observing that the B.A. degree had increased the enrollment of women students sharply. From the fewer than 200 coeds at State in 1959, the female enrollment has multiplied 20 times under Dr. Caldwell—to more than 4,000.

The levels of educational opportunity and quality at State have been elevated dramatically in terms of degree programs, interdisciplinary fields, departments, and research and scholarly programs established during Dr. Caldwell's tenure.

No. 1 in Quality

The University was classified by a Carnegie commission report in 1973 as a Research University, Class I, ranking it as one of the 30 major public universities in the nation in the magnitude of its federally-funded research and Ph.D. productivity.

Caldwell was installed as Chancellor on March 7, 1960, the 73rd anniversary of the University's founding.

The late Governor Hodges inducted him into office and the late Chief Justice J. Wallace Winborne administered the oath of office. President Friday Presided. The installation was broadcast by radio and television. Dr. Eric A. Walker, then president of Pennsylvania State University, delivered the installation banquet address.

In his installation, the new chancellor said:



John and Carol Caldwell

"Man's greatest enslaver has always been ignorance. Man's greatest emancipator has always been truth understood. The transformation of ignorance into comprehension, of belief in knowledge, surely is one of the truly dramatic processes of life. North Carolina State College is dedicated to the process of freeing men's minds.

"There have been brought into being here great faculties in the biological sciences, the physical sciences, the social sciences, and even the humanities, great faculties indeed in the fields of the applied sciences and technology. I have the privilege of serving with these faculties. We will have ideas, lots of them, ideas about how we can improve the quality of what we do, broaden the service of this institution and strengthen the support we even now enjoy.

"As the channels are continuously held open for our concepts and needs to be presented with reason and clarity to the President of the University and his staff, to the Trustees and of the

University, to the Board of Higher Education, and to the legislature and people, always through the establishment lines of authority, the full flowering of North Carolina State College will be assured those who work here and those who come here to learn."

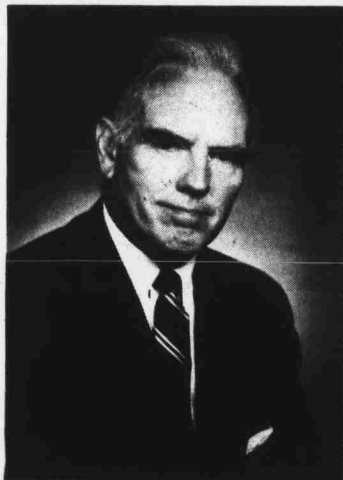
Early Predictions

At the outset of the 1960's, Dr. Caldwell issued a statement about the college's future, warning of "the danger that none of us will think big enough about the future." He called for the designation of what was then North Carolina State College as a university. He said:

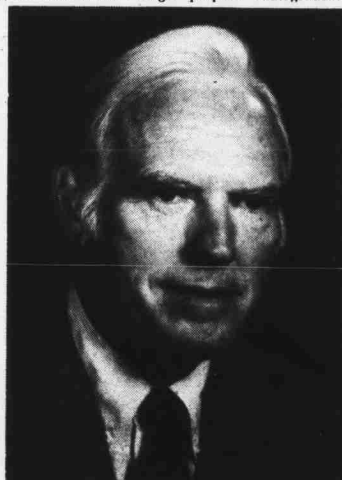
"As soon as practical the college should be designated as 'university' not only in accurate recognition for what it now is in fact, but to convey an adequate image to the prospective faculty member, the prospective foundation, or the prospective graduate student, distinguishing it from the more restricted concept of a single purpose undergraduate



1960



1967



1974



institution."

He predicted that State's enrollment would grow "to 16,000 as a possibility by 1975." "I foresee," he wrote, "an increasing emphasis on the contribution N.C. State will make at the advance undergraduate level and at the graduate level. This has been a consistent trend for several years which will not level off. It will be both inevitable and desirable that the research programs of the college must be expanded (a) to serve the national requirements for more knowledge, (b) to provide this strong environment within which the training of scientists at the doctoral and post-doctoral level can be carried forward, and (c) to guarantee that intellectual quality of the faculty for all the students, undergraduate as well as graduate."

Athletics

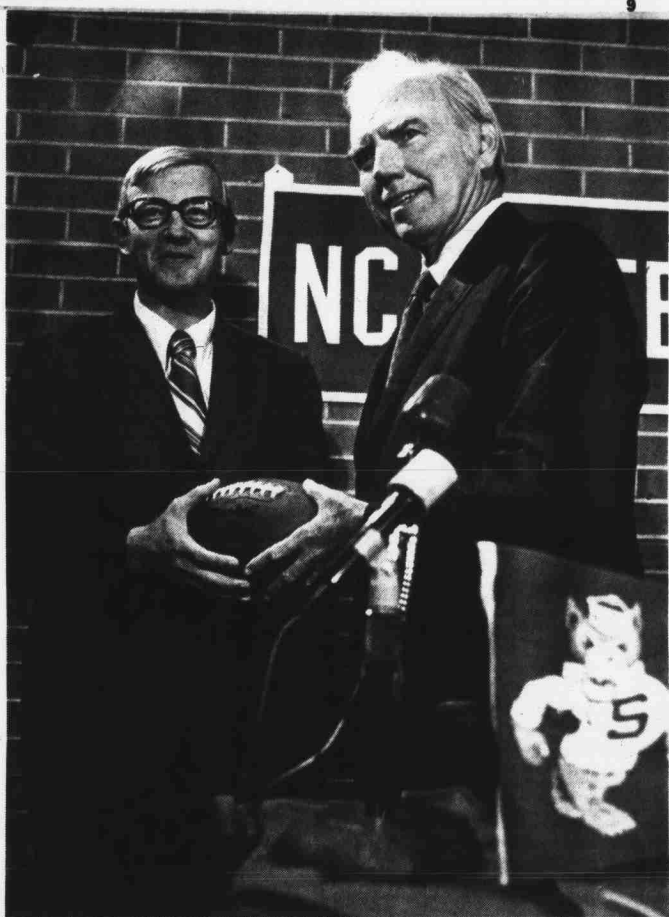
Speaking of athletics, he said: "What of athletics? A new stadium in time; a sounder

footing for the athletics program; a continued respected position in the Atlantic Coast Conference; a program of intercollegiate competition which will command at all times the enthusiastic support of the students, the faculty, the alumni and true lovers of the college.

Dr. Caldwell was born in Yazoo City, Miss., December 19, 1911. Following his graduation from the public schools of the city, he entered Mississippi State University and received his bachelor of science degree in 1932.

Princeton Ph.D.

He subsequently attended Duke University, Columbia University, and Princeton University, earning master of arts degrees at both Duke and Columbia and his Ph.D. degree from Princeton in 1939. He was Julius Rosewald Fellow while at Princeton from 1937 to 1939. Earlier, he taught at Holmes Junior College in Goodman,



Miss., from 1932 to 1936; served as junior economist for the United States Resettlement Administration at State College, Miss., and Little Rock, Ark., in 1936-37; and during the summer of 1939 worked as assistant economist in

land-use planning for the Bureau of Agriculture in Vicksburg, Miss.

In the fall of 1939, he joined the faculty of Vanderbilt University in Nashville, Tenn., as an instructor in political science. By

1942, when he entered the United States Navy, he had risen to the rank of assistant professor.

While in the Navy, he advanced in rank from ensign to lieutenant commander, winning the Bronze Star Medal prior to his discharge from naval service in 1946.

Dr. Caldwell returned to Vanderbilt in 1946 with the rank of associate professor in the political science department and in 1947 was elected to the presidency of Alabama College in Montevallo, Ala.

While serving as president of Alabama College, he was named the official member for Alabama on the Southern Regional Education Board, with headquarters in Atlanta, Ga. He served in this capacity from 1948 through 1952.

Arkansas Resident

In 1952, he was named president of the University of Arkansas, the Land-Grant state university of Arkansas.

In 1954, while on a three-month leave of absence, he was consultant to the Ford Foundation on education in Pakistan.

Dr. Caldwell is a past president of the National Association of State Universities and Land-Grant Colleges, the leading national body representing public institutions; presently chairman of the board of the Educational Testing Service, a director of the Overseas Development Council; and a member of the Board of Visitors of Air University.

He has been awarded honorary by the College of the Ozarks, Wake Forest University, Duke University and the University of Maryland.



Caldwell remembers . . .

A remarkable man looks back at a remarkable period in the history of N.C. State

interview by Kevin Fisher

interview photography by Michael O'Brien

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On June 30, 1975 John Tyler Caldwell will complete 16 years as Chancellor of North Carolina State University. In a lengthy interview with the Technician last week Caldwell looked back at his years as the University's chief executive.

On balance, how do you look back at your sixteen years as chancellor? Has it been as rewarding an experience for you as it has been for this university?

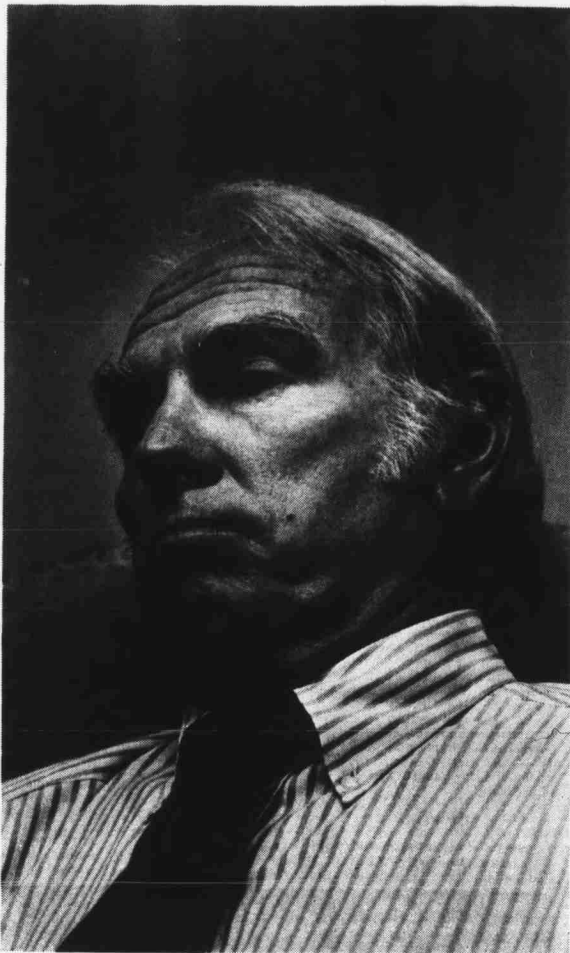
There was a very famous university head once who made a very famous speech that I've heard once or twice and I agree with it. He was saying that there are a great many people who look at a university presidency and they think about all the headaches and pressures and all the demands, and they are all there, and all the disappointments, as in any human endeavor. But you know the sum and substance of it is that's its the most exciting job in the world.

Now there aren't any dull moments in the real sense of the word. There are some chores that have to be done and there are some difficult moments, for that matter, that you might have. There always will be...this is part of what you get paid for because these things happen. But life is a wonderful thing and Whittier in one of his great poems said that "the good the past has had remains to make

our own time glad." That statement reminds you that life has a way of making you forget tough moments and difficult moments and you remember joyous moments and moments of achievements and moments that are exciting and so forth.

And when I look at this my sixteenth year as chancellor I must say that what I remember are the good things along the way. In retrospect it's kind of the way life is and you'll find that's true of your own life. Your mind will shove out or push out the bad things. Now if it doesn't and if you swell on things that have been problems at one time all you're doing is perpetuating the evil thereof. It's not a very good way to live. The normal thing that happens is you remember only the wonderful things.

I've been here while these things were happening, I'm not the one who's caused them to happen. I've been here as part of the university...The university is kind of an organic entity with many different functioning parts, out of which comes creative activity and achievement...and people set goals and bring forward proposals and propositions and so on. The centers of creativity and initiative are all over the place. And I've seen just a lot of them flower and grow and its been a wonderful experience.



with their conscience on these things...they were great moments in the history of this campus.

There must have been other things...

I've probably missed some things...Well, I think a lot of people got an enormous satisfaction out of our being named North Carolina State University and some people say that that's when we gained the university status. Well, I don't agree with that at all. We were a university long before we were named it. And some people think that when we got the school of Liberal Arts that that made us truly a university and they forget that we've always had the liberal arts here. They talk about it as if they didn't know we already had a department of philosophy, history, English, foreign languages, and so on. We simply did not have majors in those fields but we had those fields.

So getting the name North Carolina State University did not make us a university. That was a great moment for some people, you know, who were saying, "oh gee, we finally got it." But just look around you at all the places that have the name university who are a long, long way from being a university in any true sense of the concept and how many first class places still have the name college, which is perfectly fine. Nevertheless what I would say is that when the name finally came out right after there was a big debate and then a very false start—for two years we had to live with a silly name—and then we came forward with this, to me it was not a great triumph of getting the name North Carolina State University as it was getting all of the silly debate over with and getting it finished and then moving on with a name that was not only practical but fully a recognizing of what we are. Those were interesting times.

You mentioned how you remember the good things rather than the bad. Are there any specific things from over the years that you would point to as highlights?

I remember the great feeling of satisfaction I had when the General Assembly of N.C. finally approved the appropriation for a new Continuing Education building, now under construction on Western Boulevard. That has been waited on so long and we had experimented with a legislative program, that is, how much priority we were going to have to give it and when was the right time to give it an all out push. We finally decided the time was right to give it an all out push and to give it the priority position and it came

'... it was the emancipation of white people, from some senseless, and silly and evil assumptions.'

forward. I think it's going to be a great thing. You know that was a fine moment...

I think our first game in Carter Stadium, although we got beat; Carter Stadium represented a very important development in the life of the university in a peculiar sort of way that reminds me to say that one of the most important things in the history of N.C. State University



in its own way was the development of the Coliseum. The interest in basketball developed the Coliseum but it became the scene of our Friends of the College series and that Friends of the College series has created more contacts favorable to the larger dimensions of North Carolina State University than any one other facility on this campus.

I can think of other moments... anyone would have to mention the national basketball championship and those two wonderful nights, the night we beat UCLA and in that double overtime and when we beat Marquette in the final game. Those were wonderful, exciting moments.

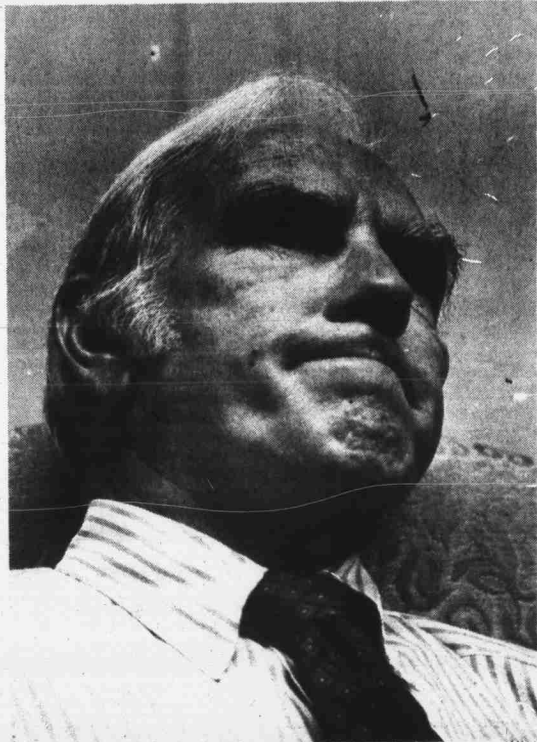
I think that in retrospect the most significant and wonderful development that occurred in this university community and in the life of the Raleigh community and so on was the civil rights movement of the 1960's. There were anguished moments in there and there were angry moments but I like to think of it as almost the second emancipation. We know these things happen in stages, there's no one point that things like this happen. But the early 1960's when we really took the step, the obvious humane and sensible step of integrating restaurants and hotels and public places and so on we started a new era in the history of human relations in this country.

Your generation doesn't, can't possibly, know what this was all about. There is no way for you to. But to me it was an emancipation

'... there was something so right about what was happening that it just overcame all the other dissonances...'

not just of the black man as far as his view of life was concerned but it was the emancipation of white people, from some senseless and silly and evil assumptions. And this was absolutely great and I must say that like any other kind of revolutionary movement there were moments of extremism that were unpleasant and so on.

But there was something so right about what was happening that it just overcame all the other dissonances that went along with it. It was a great thing and this campus behaved well and I mean by that nothing negative. The activity of students, the activities of faculty people who made inputs in it and took their positions and went along





What about the most difficult moments, the demonstrations in the aftermath of the death of Dr. King, the war protests etc.?

Yes, that was extended over a period of four or five years, I guess. There were very intense moments and there were unpleasant moments in there. I, like a good many administrators and people who were in a part of the establishment, had to get accustomed to it inside myself and had to call upon my

'There were very intense moments and there were unpleasant moments in there.'

own reserves and poise to tolerate people calling me a liar, and a racist when I knew I wasn't either one. Those were difficult moments but we all had to do some growing during that period and we had to figure out and learn why some of these things were being expressed.

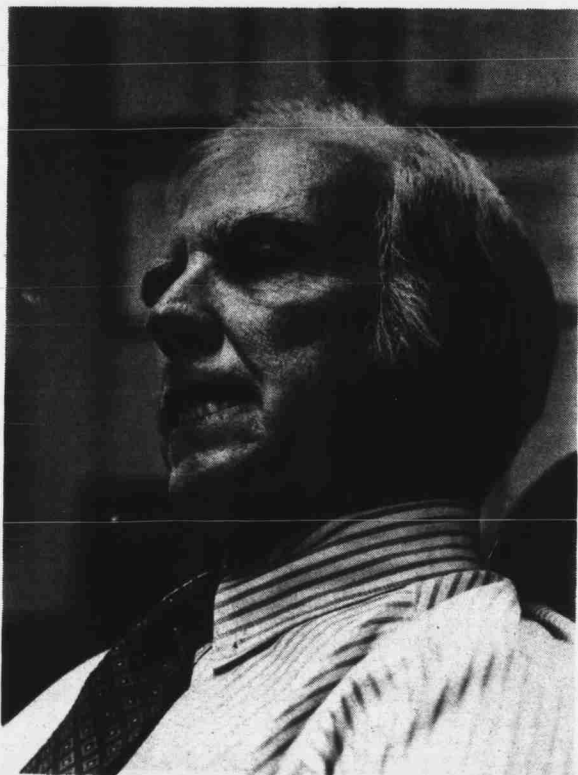
I guess what protected us and what protected me during this period from being distraught and deeply unhappy or deeply disturbed was a feeling that I had which not

'Those were difficult moments but we all had to do some growing during that period...'

philosophical in any superficial way but which was born of a kind of a prayerful view of what was happening. I honestly felt that right things were happening in the American society

In either Ezekial or Nehemiah there is the wonderful praise "I will overturn, overturn, overturn said the Lord until he comes whose right it is." And I thought there was a tremendous amount of overturning in those times. I knew enough about history and I knew enough about revolutionary movements to realize that none of them occur within weak boundaries of accepted forms and accepted words.

'I honestly felt that right things were happening in the American society.'



Always there is some fanaticism, there is always some extremism, there's always the lunatic fringe and the irresponsible fringe but you can't let that distort or prevent the good things that motivated the movement that is taking place and seeing that and being able to see that which came out of my own upbringing was a big help during that period. I was seeing what was happening and feeling like certain things would settle and the good

*'...the violence...
on both sides, is
what's really rocked
the foundation of
the establishment...'*

things would be precipitated out of it and some of the extremism and violence would go by its way.

But I want to tell you that the violence and the incivility, on both sides, is what's really rocked the foundation of the establishment, and I was rocked a few times in the



sense of wondering, "who's going to handle this thing?" But I always came to the conviction that it

would come out all right. I can remember some staff meetings when we had a series of protests going on on campus and we had an invasion of my yard by a large group of primarily black students, not our students necessarily but students in the community, with torches and so on, and they had me pinned up against my front door. I had been carrying in my pocket a verse from Jeremiah, I don't know why, but for a couple of days just reading it every once in a while, and it had some message to me. The verse read, "Fear not their faces for I am with you said the Lord." And I never really felt scared because I felt a presence there that would nullify any evil in the situation.

*'I was seeing
what was happening
and feeling ...
good things would be
precipitated out of it...'*



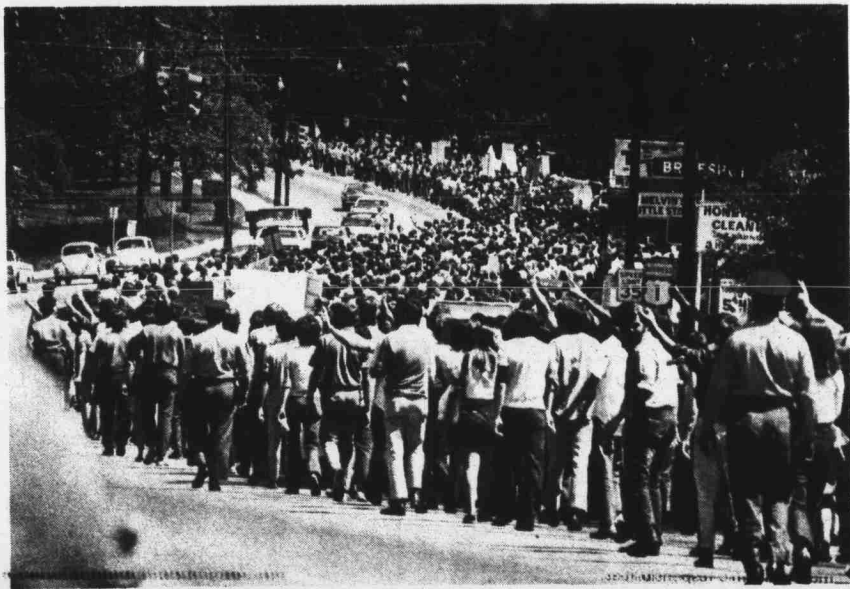
But in our staff meetings that were taking place about that time occasionally someone would suggest an unpleasant tactic, or what attitude we should adopt to this, and I guess the guiding principle that helped this campus come through it all in a poised sort of a way was an attitude of looking at everyone of these problems or issues and trying to find in it what the right thing is to do—not the expedient thing to do, not the tactically suggested thing, but the right thing to do and then let's adopt that position and everything else about it will fall in place. If we don't then we've got nothing but quicksand and confusion, and you have to backtrack, you have to rationalize, and you have to talk out of the two sides of our mouth. We had to make sure that nobody was kidding themselves or kidding anybody else. And it was a great, it proved itself.



We had good leadership on the campus at that time in Miss Cathy Sterling, who was a legendary name around here for a while. I didn't agree with every position she took on various things but she was an extraordinarily intelligent girl and she was basically a very sound thinker. She had the intelligence and background and I think on the whole was a person of very good will. We owe something to Cathy Sterling for being student body president.

You mentioned earlier that you were pleased with the behavior of the campus during the civil rights protests. Were you pleased with the campus during the war protests in 1969 and 1970?

Yes, I think so, I'll tell you what I always dislike and there were examples of this, individual examples. I think you've got some demagoguery in a period like this. You get isolated members of the faculty who irresponsibly get on the band wagon of something and I think distort the academic process and do a university an injustice. I had some disappointments about that and I would be more critical of mature members of a faculty who have indulged in some demagoguery as distinct from some very sincere and very wonderful people. We have one member of this faculty right now who would go every Wednesday of the world at 12:00 and stand up in front of the federal post office down on Fayetteville Street just as a silent protest against that war. Just stand



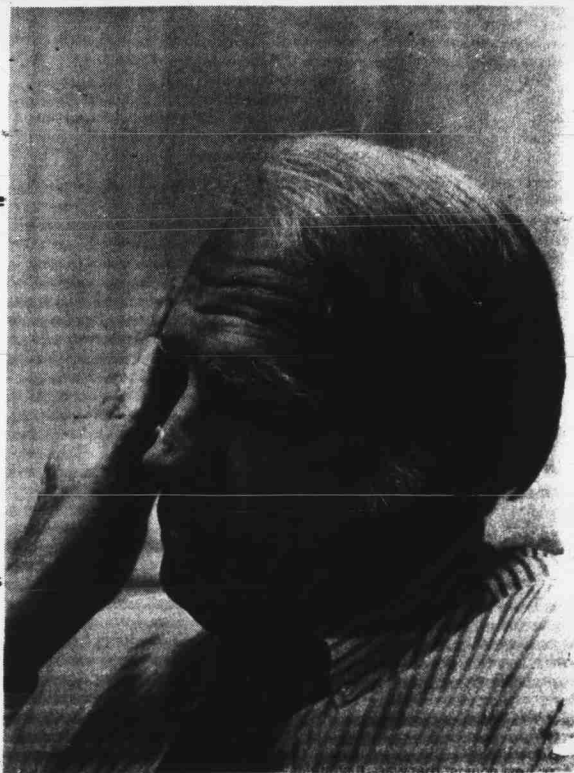


there. He was a witness to the principle of peace. And boy I tell you he stands tall in my book.

Not only the silent witnesses but there were others who were out here with responsible voices, they despised that war in Vietnam but they took the responsible role not just of dialogue but also of protest in a dignified and convincing way in an appeal to reason and so on that I respected. I thought they behaved very much like the university faculty should behave in their relationships with students and to the public. Yes, there were some disappointments but we didn't have much disappointment on this campus. During this time—we had a very climactic and dramatic faculty meeting. On the whole it was good but there were some faculty people there who misbehaved I thought. They brought in people who were not eligible to vote and labeled them to vote and there was some prostitution of what we would call the democratic process there, but nevertheless, I don't think it affected the outcome of the meeting.

I think the decisions that were made by the faculty were reasonable and we came through with a very, very acceptable and workable way for individual students to participate if they wanted to, to work for peace, to work to express themselves and so on, and also to meet academic responsibilities.

'...they despised that war in Vietnam but they took the responsible role not just of dialogue but also of protest in a dignified and convincing way in an appeal to reason...'



When you were installed as Chancellor did you foresee that such a vast amount of change would take place—that the university would grow so much in both quality and quantity?

No, I couldn't have known that. There were personal reasons why I left the presidency of the University of Arkansas to come here more than professional reasons, but North Carolina State University was a solid institution when I came here and I guess that most of the old people, the old-timers, around here know that that was so. They've not just seen what has happened in the 1960's and 1970's. It is true that there are two things, or a number of things that have moved us from an earlier image of the more limited curriculum, the more limited intellectual interests, as important and significant as they were and are.

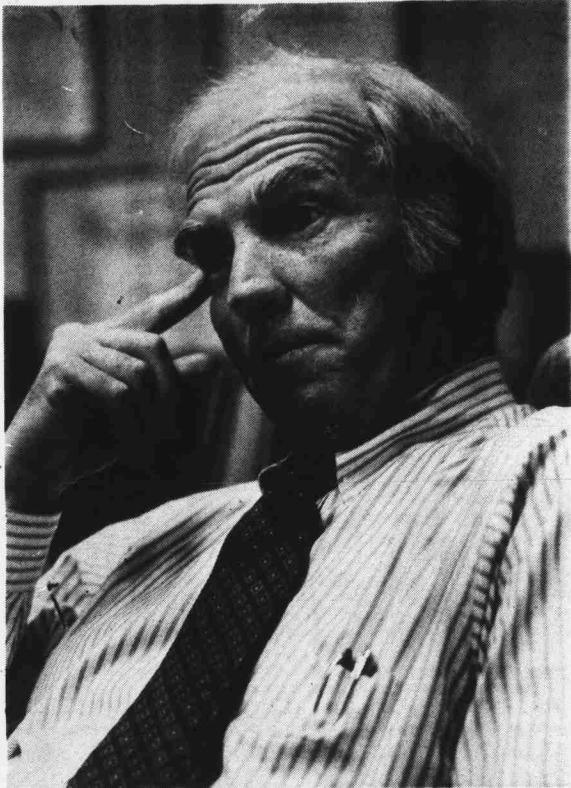
'The School of Design ... gave a flair to this campus and added another dimension to it...'

The School of Design that was really created in 1967 and had the marvelous leadership of Dean Henry Kampfoefner over the years, gave a flair to this campus and added another dimension to it that was very significant in the history and life of this campus. And then I think of course that offering the Liberal Arts degree is bound to have made a big difference. That occurred in 1963. And it wasn't enough, although I said a moment ago that we have always had the liberal arts here from the founding of the institution, it wasn't enough that we had a department of English, a department of history, etc. We didn't have any students

majoring in the liberal arts on campus mixing with the engineering students, the forestry students, the design students, the agriculture students; we didn't have any students who were majoring in philosophy or history in the residence halls, on the staff of the *Technician*, working with the yearbook, writing and speaking and engaging in dialogue, participating in the musical organizations, participating in the athletics programs and so on. So there was a kind of student ingredient that was missing in this mix on campus. So when this happened of course it affected the atmosphere of the institution.

Now I have no way of judging what my particular contributions have been to all of this. I, myself, was broadly educated in good institutions, and I have always had a great appreciation of the arts and the humanistic studies and social sciences. It is more my background than the technical and scientific sides though my undergraduate degree was in the sciences, and I suppose that as much as anything else I have kind of given voice to this new dimension. It's not only here and growing but I have tried to help to make it visible in my own activity and interests which were natural. I didn't have to be artificial about it. I got around to a good many audiences and the community began to respond. But these were just so much happening anyway, I just kind of grew up with it.

The Friends of the College was inaugurated I think the year before I got here and it has grown into a big thing. The musical programs on the campus during the chancellorship of Dr. Bostian and when Dean Jack Stewart was head of the Division of Student Affairs and so on...that's when the musical organizations began to flourish. We'd always had a band and a glee club and they took on a whole lot more sophistication beginning in the



1950's. It's been firing ever since and maybe 700 or 800 students are involved in these organizations now.

The Musician-in-Residence program we did start since I've been here and I think that's kind of helped this new and broader image of North Carolina State University. Now you know images are two sided things and it's how we think about ourselves. What is our image of ourselves? And also what is the

image that outside people have of us? Well these things have been growing together at North Carolina State University. The growth and caliber of the scientists that started around here in the late 1940's and then '50's and so on kind of flowered in this new graduate program and we became a significant producer of PhDs in the sciences and technology in the country. Well you can't do this and attract all the research monies that we get here and having our

'The Musician in Residence program... (has) helped this new and broader image...'

scholars appearing on all the big scholarly forums of the nation without everybody here feeling like they are somebody and so this self-image began to communicate itself out and this university has become a first-class university and people recognize it now.

I've helped to give voice to it and say something about it once in a while and I say it in the right circles, but I haven't done anything necessarily. I've helped in the spirit of the campus, and Raleigh has improved as a community. It's grown and developed and had more opportunities and all of that and has conspired to make this university a kind of a more sophisticated place.



What about regrets? Are there things you would do differently if you had them to do over?

I don't know, I guess I would have to root around and ferret those things out. There are some things I feel about higher education in general that are applicable here and I wish from time to time that I felt more adequate to deal with them. I wish I could make more impact on it. We've made some move in that direction in the Division of University Studies. It is

'... university graduates ... should have much more understanding of the world...'

a creature of some of these feelings that I have. I think university graduates, regardless of the field interest they graduate in, should have much more understanding of the world, the society, than they do and ought to care a little bit more.

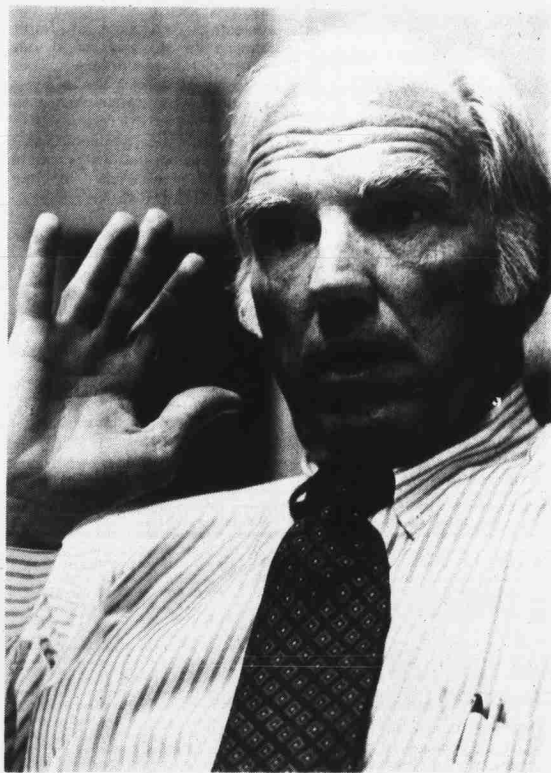
People bring their own lives to a campus: They have career interests or things they are interested in and we don't really...there's no way in the world to make people be interested in something that they are not interested in. You can put a little salt there, like in the old saying "you can feed a horse salt and make him want to drink." Well I am not quite sure how a big diverse campus that offers over 2,000 different courses, has over 75 bachelor's degrees and 50 some odd masters degrees and 40 PhD programs and varying degrees of specialization and so forth...I never have known how we could achieve this business of having a university graduate coming out of here with a bachelor's degree and really having some sort of a feeling about the Far East, the world food problem, really comprehending a little bit more of the energy problem and not taking a short sighted view of it...Feeling some real responsibility for making the democratic process work, being concerned.

Well this is a kind of frustration I feel about higher education. And one rationalization I make on this that doesn't make me feel any better about the outcome, but nevertheless, I do feel that many of the things that I think substantively and intellectually and emotionally we would like to achieve in universities really are things that must be started much earlier. That is, in the junior high schools and the elementary schools and the high schools and maybe it's not even likely that it's going to occur too much in college, but that isn't necessarily true. That's a defeatist attitude because this process of education is a continuing process, an unfolding process of everyone's life so I don't get much satisfaction out of thinking "well they ought to do it down there."

I just think that maybe we still have too much specialization...no, we don't have too much specialization, I believe in specialization, but I believe that right along side that specialization there ought to be

more impact of the other fields of knowledge. And I apply this both ways; I think the student of English literature can be as narrow as a student in Nuclear Physics. And I think the ignorance of the typical liberal arts person about science and technology is sometimes more dangerous than the general ignorance, if you want to call it that, or lack of exposure, of so many of the

kind of campus we have here is that we have the opportunity, whether we take full advantage of it or not, students or anybody else, for these two cultures to be in contact. I wonder how we can do it more. I have a twin brother who was an engineer, who was a top engineer at the National Academy of Engineering; he retired last year. He was the chief of the engineering



scientists and technologists to the humanistic and social science side.

I think we're always talking about the liberally educated person as if we wanted to make every engineer a liberally educated person and we talk about that so much that we forget that we have a lot of so called liberal arts graduates who are just unrealistic and far too ignorant of the world of science and technology. They either expect too much of it and sometimes they fear it and sometimes they misjudge it completely far more than the people in the sciences and technology who also know what ought to be feared and what ought not to be feared about the sciences and technology. But here you have all these other folks over here who make great judgments and great announcements about it and are just as prejudiced as the dickens about it but don't know anything about it. I have hoped that our Division of University Studies in a small way could broaden these comprehensions and bridge over some of these cleavages but I don't think we work hard enough at it and it's very difficult to get your hands on it.

One of the things I like about the

division of the United States government Public Works Administration, and he consults all over the world now. And he always knew more history that I did but I didn't know any engineering. He was always a wonderful student of Christian Science, we were raised as Christian Scientists, so he had this great humanistic comprehension of people, of the human race and his own view, this loving view, of things, and how much more important that is than being about to quote something from Homer. It's what you think and how you think about people that really is a measure of your humaneness which is obviously one of the objectives of the liberal arts education. It isn't that you can compare this author to that author.

Now that you're stepping down, which way do you see this university going?

I don't see it going anyway but up. I think that there won't be the expansion in the next decade in numbers of students because we will control the enrollment much more severely and there won't be expansion of funds and this, that,

and the other that has occurred in these last couple of decades with anything like the steepness of it, but nevertheless I think that this university will become stronger in everything that it now does and I am pleased for example that even in our long range plan which was made up of coordinated ambition of a lot of people on campus that there were no extravaganzas in there. The idea was how can we, first of all, make better what we do now, preserve the excellences that we now have and wherever where we're not quite what we ought to be, to bring those areas up, with a total emphasis on quality.

Now the state of North Carolina has the mechanism in the Board of Governors operation to plan its system of higher education intelligently if the General Assembly will respect it and support its decision making process. But it is very clear to me that one of the ingredients of that planning decision making process that has got to be respected is that the kind of university the University of North Carolina at Chapel Hill is, and the kind of university that North Carolina State University is, the research doctoral granting university with a commitment strongly to the undergraduate are but neverthe less a big research and doctoral granting university...they are expensive to maintain but they are exceedingly important and the state of North Carolina has got to see that.

They have these two campuses and must be very careful about replicating them. I'm not saying that there should not be any more such campuses in North Carolina, whether the Greensboro institution should be brought together in such a complex or whether Charlotte should be or not. All I know is that it is important for North Carolina to steel itself right now and not have any of this business that will inevitably pull either of these institutions down so as to pull somebody else up, in order to extend some more state aid out here and do this, that and the other

'... how you think about people... is a measure of your humaneness...'

in a foolish way. It is very important to the intellectual, cultural, social, economic life of this state for North Carolina State University, Duke University, and the University of North Carolina at Chapel Hill to be maintained and supported and improved in their capacity to reach the top heights of mental intellectual endeavor. And you just can't spread this out too much without dissipating them.

Do you have a fear that that is about to happen?

If this legislature down here does what it's talking about now in this subcommittee it would be the first step toward doing it.



You're referring to what specifically?

It's their invasion of our research funds, the refusal to fund the addition on the suggestion that they would not fund additional enrollment we had. We would have to absorb by last year, this year, and next year a total of 2450 students without an extra dollar to support this. We would drop our student-faculty ratio from 14:5 which is the ratio that we have been on for many years to 17:3. We would be below Wilmington College if we had to do that. And what they would do in the way of remission of fees or teaching assistants, research assistants, and special talent groups...they would make us non-competitive for at least a third of our best graduate students. The institution would be diminished.

And to do what? To fund a new medical school at East Carolina, to fund a new school of veterinary medicine—that's not the number one priority with us. We've always

said a school of veterinary medicine is needed in North Carolina, we thought it was, and we think it ought to be a decision of the Board of Governors. If they decided that it ought to be at North Carolina State University we agree with them. We think it ought to be here. And if the

'I know more than

I've ever known...

*I don't want to put it
on a shelf...'*

state has one it ought to be here. This is the right place for it. But we said the money ought to come along with it and we do not want it to undercut the quality and competence of any other program on this campus.

So when they talk about now doing all this damage to our budget which amounts to 13 million dollars in the biennium to our operating

budget, faculty and everything, \$6 million in student fees and so on, \$19 million in this, that and the other...Anyway when they talk about doing these things to us, and at the same time go with a four year medical school which ought to be postponed or put in a bond issue, and a school of veterinary medicine which ought to be postponed or put in a bond issue, and double the aid to the private colleges when I say it is foolish. It's not in the interest of the state of North Carolina to do this, so I get bothered. Now we're going to get our message across. We're going to have a little better chance to make our inputs. But we are able to have to retreat some budget-wise. We can't avoid that. We're a state institution, we're part of the system. But we just don't want to cut the vital tissues.

Earlier, we discussed where North Carolina State University is going. But what about John Caldwell? Where is he going?

Physically, Mrs. Caldwell and I are going to wind up living primarily in Raleigh, but we're going to spend more time at our mountain home. We have a house over on

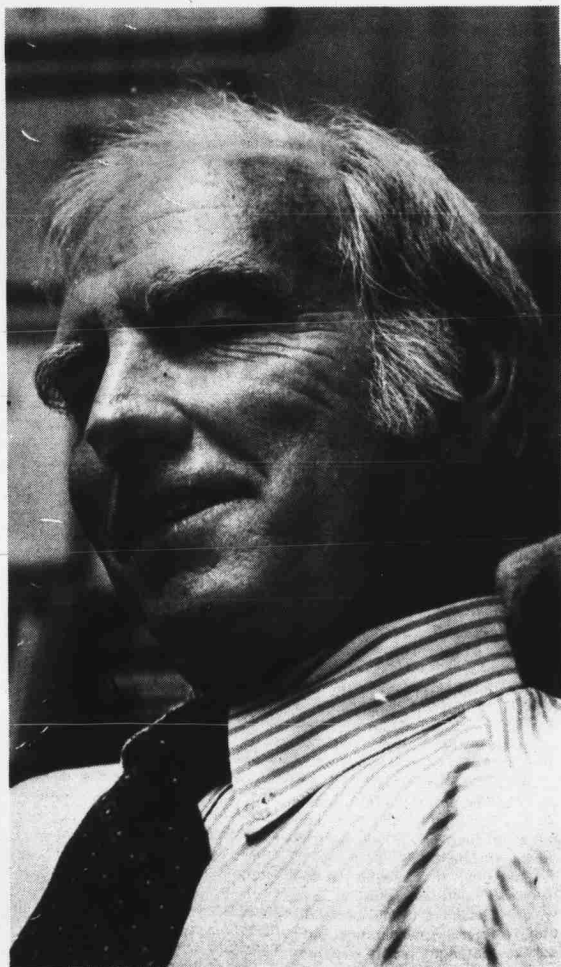
Lake Toxaway in the Smoky Mountains where the lake is 3,000 feet in elevation and it's beautiful. But we will be spending our time here but what I will be doing I don't know. I might wind up doing some speaking somewhere. And there are two or three things that I don't want to talk about now that I might

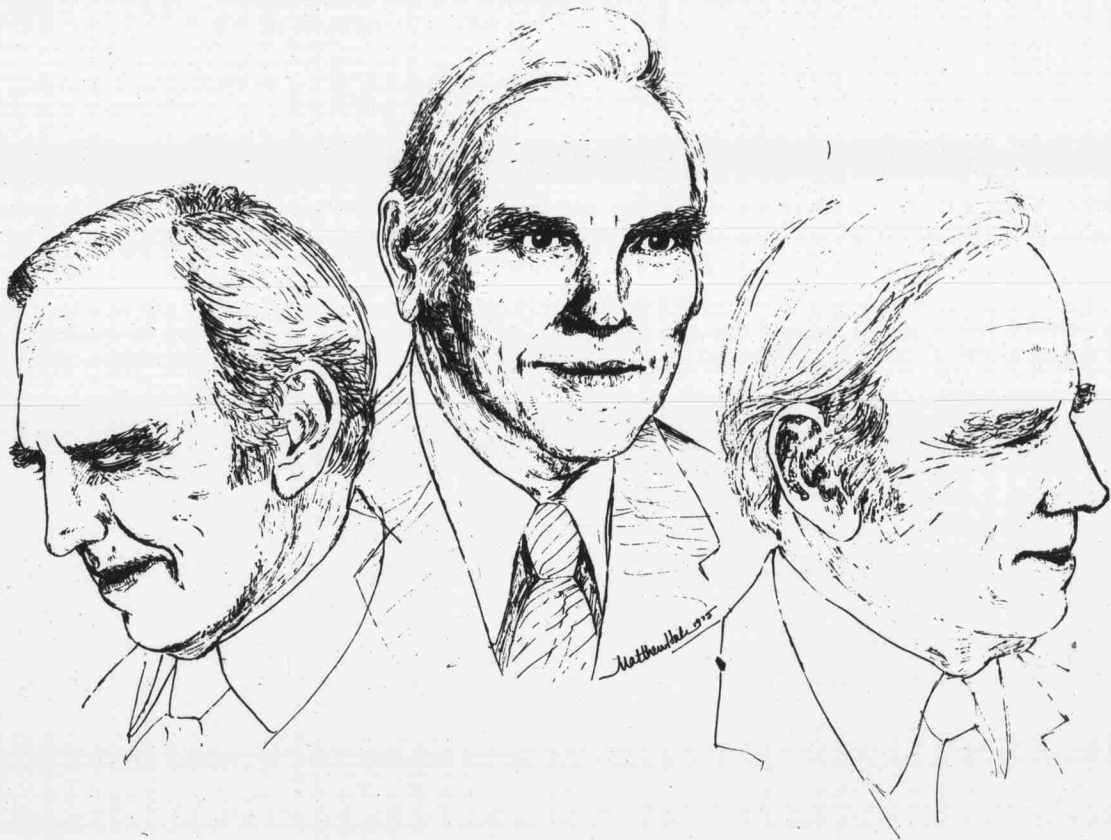
*'I want to bring
my golf handicap
down a bit...'*

wind up doing, but it's not politics. A few people are suggesting politics but I'm not attracted.

I feel like I know more than I've ever known in my life and I don't want to put it on a shelf but I do want a change of pace...maybe some recreational things, and I want to bring my golf handicap down a bit.

But it would never occur to me to think that I could spend my life playing bridge and golf and listening to music, you see. I've got to do things like this...





staff art by Matthew Hale

A man for the times

"New Chancellor Assumes Duties." So read the headline of the September 17, 1959 Technician. Today, sixteen years later, we present a special tribute issue in honor of John Caldwell.

The period that has elapsed between those two editions of the Technician has been far and away the most significant era in the history of North Carolina State University.

John Tyler Caldwell was officially installed as Chancellor on March 7, 1960. At the time the University's enrollment was 6,100. There was no School of Physical and Mathematical Sciences, No School of Liberal Arts, and the Design School was minute. The Bachelor of Science was the only undergraduate degree State students could obtain. Fewer than 200 women were enrolled, and there were only a handful of black students.

Today, a decade and a half later, the School of Liberal Arts is the largest academic division of the campus. The Bachelor of Arts degree is here

to stay. The School of Physical and Mathematical Sciences is one of both quality and prestige, and the School of Design is one of national prominence. Over 4,000 women now attend State, and black enrollment has grown to over 500 and is steadily climbing, doubling this year alone. Total enrollment is now 16,000.

Chancellor Caldwell has been at the forefront of the battles for equality by blacks, women and all other minorities on this campus. His conduct in this area will hopefully be emulated by both his successor here and by administrators throughout the nation's colleges and universities.

At his installation as Chancellor, Dr. Caldwell said, in part:

Man's greatest enslaver has always been ignorance. Man's greatest emancipator has always been truth understood. The transformation of ignorance into comprehension of belief in knowledge, surely is one of the truly dramatic processes of life. North Carolina State College is

dedicated to the process of freeing men's minds.

During his tenure as Chancellor, John Caldwell has certainly lived up to both the ideas and ideals which he laid down in that first speech

With his extremely engaging dignity in both conduct and appearance, he has played the leading role in transformation of "Cow College" into one of the most respected educational institutions in the United States.

What is now the vast and complex university known as North Carolina State is largely the product of Chancellor Caldwell's positive and progressive actions. The University will forever be indebted to him.

John Caldwell's retirement at the end of this academic year will leave a void of vast proportions, a void that will be extremely difficult to fill. His presence and leadership will be sorely missed.

