

tensive travels included six around-the-world trips on educational missions.

In 1973, Auburn accepted the first of a series of eight temporary positions in academic administration. After serving as acting president of Brooklyn Polytechnic Institute in 1973, he held the same position at Stephens College (1974–75), Cedar Crest College (1977–78) and Union College (1978–79), then became Senior Vice President and Provost of Widener University (1979–82), acting president of Salem College (1982–83), Special Assistant to the President for Planning, West Virginia University (1983–86) and acting president of Lincoln University in Missouri (1987–88).

After THOMAS BONNER, whose administration had been fraught with controversy, announced on May 16, 1978, that he would resign, the Board of Trustees looked for an acting president who would be a calming influence and, for the first time in Union's history, filled that position from outside the College community. The seventy-three year-old Auburn saw his responsibility as helping the trustees choose a new president and helping the administration formulate its educational objectives. He undertook no important new initiatives during what he correctly estimated would be a term of less than one year, but neither did he serve as a simple caretaker.

Auburn was a Republican and a Presbyterian. His first wife, the former Kathleen Montgomery, died in 1974; in 1977, he married Virginia Kirk. On his departure, Union added a DCL to his long list of honorary degrees.

**Averill, Chester** (March 16, 1804–Aug. 7, 1836). Class of 1828. Sigma Phi. Phi Beta Kappa. Philomathean Society. Professor of Chemistry and Ancient Languages, 1828–36.

Born on a farm in Washington, Connecticut, Averill became a teacher at seventeen to earn money for college. Entering Union College in 1824, he graduated four years later at the head of his class. The College immediately gave him a fellowship and employed him as a tutor, promoting him to Adjunct Professor of Chemistry and Ancient Languages in 1832 and Professor in 1834. He replaced JOEL NOTT, who taught chemistry before leaving the College in 1830.

Averill also served as the College's librarian from at least 1830 onwards, and had charge of the mineralogical collections. A tall, thin man, nicknamed "Spike" by students, he was popular as a teacher but volatile and overbearing as a dormitory proctor. On one occasion, JONATHAN PEARSON '35, then a junior, contrived to punish the professor by rigging a bucket of water to spill on his head when he opened the library.

Although Averill did no original work, his only scientific publication was noteworthy. When cholera broke out in Schenectady, the mayor asked him in September 1832 for information on the use of chlorine

as a disinfectant and antiputrefactive agent. Averill published his response in a pamphlet, *Facts regarding the disinfecting powers of chlorine; with an explanation of the mode in which it operates, and with directions how it should be applied for disinfecting purposes* (1832), which reviewed the latest literature on the subject, and presented practical instructions for disinfecting cisterns, etc. Whether his good advice was taken is unknown.

Tubercular from youth, Averill had to give up teaching at the end of 1834/35. He married Julia Pomeroy of Stockbridge, Massachusetts on August 4, 1835, and died about a year later. Their son, Chester Averill Jr., born May 31, 1836, attended Union as a member of the Class of 1857 but did not graduate.

**Avery, Harold Gardner** (March 11, 1902–Oct. 16, 1969). Professor of Economics, 1947–67.

A native of Edgar, Nebraska, Harold Avery was the son of Clarence P. Avery, the proprietor of a general store, and Idah Garner Avery. After earning a BSc (1924) and an MA (1925) from the University of Nebraska, he taught economics at Bethany College in Kansas, 1925–27, and then at Bradley Polytechnic Institute in Peoria, Illinois, 1928–47. He married Ethel Armstrong in 1928.

In 1940 Avery earned a PhD from Columbia University with a dissertation on *Accounting for depreciable fixed assets*. During the Second World War he served, 1943–45, as fiscal officer and purchasing officer with the Coast Artillery Corps; at his discharge he had attained the rank of captain.

Avery came to Union as associate professor of economics in 1947, succeeding John C. Fetzner. In addition to his dissertation, he published several articles on accounting, and devoted sabbatical leaves to work as accounting consultant for Consolidated Edison (1953/54) and for the New York Telephone Co. (1960/61).

Almost boyishly friendly, yet gentlemanly, Avery, who never lost his mid-western drawl, was well-liked by his colleagues. He survived a heart attack in 1956/57, but succumbed to another two years after retiring.

**Backus, Jonathan Trumbull** (Jan. 27, 1809–Jan. 21, 1892). Clergyman. Trustee of Union College, 1852–88.

Born in Albany, J. Trumbull Backus, as he styled himself, graduated from Columbia College (as valedictorian) in 1827 and from Princeton Theological Seminary in 1830. In 1832 he became pastor of the troubled First Presbyterian Church in Schenectady, which had suffered a string of short, sometimes controversial ministries since its founding. He remained in the position for the rest of his career, during which the church grew steadily stronger. A tall, distinguished-

looking man, he was successful as a pastor, but some auditors thought his voice harsh and grating and his sermons too dry.

Backus eventually rose high in church circles, and when the schism between Old and New Schools was healed in Philadelphia in 1870, he was elected the first moderator of the re-united General Assembly. Deteriorating vision forced him to resign his pulpit in 1873.

Dr. Backus also served Schenectady as president of the Board of Education, and with ELIPHALET NOTT and Judge ALONZO PAIGE, he was one of the promoters of the Union School system.

The First Presbyterian Church was virtually the College's church. Commencements were usually held there and at other times President Nott frequently occupied the pulpit. Backus became his close friend and was elected in 1852 to Union's Board of Trustees. In those days, the so-called resident trustees, who lived in or near Schenectady, constituted a committee with authority to make decisions that could not wait until board's next annual meeting (semi-annual, after 1870). Backus became the most influential of the resident trustees, functioning as a buffer between Nott and his adversaries. In 1857, the resident trustees were added to the Finance Committee, with the result that Backus was in frequent contact with treasurer JONATHAN PEARSON.

During Nott's last years, some people who opposed Vice President Hickok spoke of Backus (who strongly disliked Hickok) as a possible successor to Nott. In 1865 Backus voted with the minority of the board which favored replacing the incapacitated Nott immediately instead of waiting for his death. The next year he preached Nott's funeral sermon and Hickok succeeded to the presidency, only to retire two years later, never having gained the board's full support.

With the aid of the ex officio trustees, Backus and IRA HARRIS then engineered the election of CHARLES AIKEN, an ordained Congregationalist clergyman, despite the preference of a majority of the regular members of the board for David Murray.

During the administration of Aiken's successor, ELIPHALET NOTT POTTER, Backus, by that time blind and retired from his pastorate, abandoned the role of conciliator he had formerly played and emerged as one of the leaders of the trustees opposed to Potter. Now chairman of the Finance Committee, Backus was in a position to raise the many objections to Potter which revolved around his alleged misuse of funds. Backus's position was undercut, however, when Howard Potter '46 pointed out in 1882 that Backus and another member of the finance committee had profited from ownership of "Certificates of Residue" in the Hunter's Point property they oversaw as trustees.

In 1883 Backus published *Interpolated minutes, a statement for the trustees*, which challenged the accuracy

of self-serving additions Potter had made to the trustees' minutes. Immediately after firing President Potter's severest critic, Professor HARRISON WEBSTER, at Commencement 1883, the pro-Potter trustees purged Backus and Platt Potter from the Finance Committee. Backus presided as the senior board member, however, until submitting his resignation in January 1888, an action possibly intended to break the deadlock that had for four years prevented election of Potter's successor.

Backus's only publication apart from sermons and the *Interpolated minutes*, were *A discourse containing the history of the Presbyterian Church, Schenectady, during its first century, and of a pastorate through a third of a century* (1869), which reveals a surprising wit, and another short work entitled *The benevolent work of the church* (1872).

He is credibly reported to have regained his sight late in life.

**Bailey, Frank** (Jan. 5, 1865–Aug. 26, 1953). Class of 1885. Banker, developer, financier. Treasurer, benefactor and trustee of Union College.

Born and raised in the upstate New York village of Chatham, Frank Bailey was the second of three surviving children of William Cady Bailey, an impecunious country doctor, and Julia Utley Bailey. His father also had three surviving children from a previous marriage.

In his memoirs, Frank Bailey tried to define his parents' influence on him. His father was an 1838 RPI graduate and an amateur naturalist who had studied under Amos Eaton and had gone on field trips with Louis Agassiz. Frank "caught the contagion," as he put it, and later in life would cultivate rare flowers and trees.

His father was also ardent for racial toleration, a circumstance Frank attributed to his kinship (through his paternal grandmother, Harriet Cady Bailey) with ELIZABETH CADY STANTON. Whatever the cause, Frank was proud of his father's stance, and learned from it. "Throughout [my father's] life," he later told his biographer,

he opposed bigotry and oppression of one race by another, and regardless of current prejudices, assumed there was something he could do about it. During the Know-Nothing riots of the late 1840s he protected Irishmen from the fury of native Anglo-Saxons...his house was a station on the underground railway... No amount of pressure by bigoted neighbors ever swayed his broad spirit of toleration: he would count a Jewish clothier as his friend and persist in having his son tutored in Latin by a Catholic priest despite the strong disapproval of the members of his own church.

Frank would later adapt this spirit quite profitably to his own business life.

His mother, a Mount Holyoke graduate and the daughter of Samuel Utley '26, was a forthright woman

who concluded that, in Frank's words, her husband "had no more business sense than a mud-turtle." Seeing Frank as the best hope for alleviating the family's poverty, she sought scholarships for him from Union (successfully) and from Williams (unsuccessfully). Frank came to share her determination: "When I got away from Columbia County I worked like hell for fear I'd have to go back."

**College Life.** There was no high school near Chatham; after finishing grade school Bailey prepared for college with a tutor. He worked and saved money before entering Union at sixteen and lived penuriously while there, boarding a mile from his North College room to save two dollars a week on meals and forgoing the expense of fraternity membership. He did join the Adelpic Society and the *Concordiensis* staff, and although he had no intimate friends at college, he seems to have been well-liked.

With no particular aim other than escaping poverty, Bailey studied hard. Starting in the liberal arts program, he later switched to the scientific course with the intention, for a while, of becoming a doctor. He got his highest grades in mathematics and learned enough chemistry to lecture on the subject in Great Barrington while still a student. He also worked after school, and each summer he waited on tables at a New Hampshire resort where he was first exposed to great wealth. "Besides the pecuniary benefit," he reported in a *Concordiensis* article, "the work affords an excellent opportunity for the study of man; and a thorough knowledge of human character greatly assists a young man when he enters upon the business of life." Years later he remembered best that his share of William Vanderbilt's three thousand dollar tip to the staff had made him decide to become rich.

In retrospect, he believed that the most important lesson he had learned at Union was to think for himself; he credited specifically Professor MAURICE PERKINS, who made him spend two weeks in a vain attempt to analyze what turned out to be distilled water, and Professor HENRY WHITEHORNE, who taught him to look at Greek roots. Such lessons are, of course, ubiquitous; Bailey was ready for them.

Graduating third in his class and a member of Phi Beta Kappa, he delivered a Commencement address on medieval Irish universities, then went to New York City with twenty-five dollars in his pocket to take a job as office boy with Title Guarantee and Trust Co., a small title insurance firm.

**Business Life.** Bailey was not certain at first that he wanted a business career. For a while he attended night classes at the College of Physicians and Surgeons (surprisingly, because he couldn't afford tuition), then he entered his name at a teacher's registry. He interviewed unsuccessfully for a job teaching Greek at Chapel Hill (perhaps as narrow an escape as Union's

fortunes have ever had) and a little later turned down the offer of a mathematics instructorship at Groton.

His industry and integrity began to attract favorable attention in the firm, and he was soon put in charge of the Brooklyn office. In 1890, only five years after graduation, he was made Second Vice-President at a salary of five thousand dollars a year; about the same time, he became a director of the Nassau National Bank. Two years later, the title insurance company formed a subsidiary, with Bailey as Secretary; the Bond and Mortgage Guarantee Co. accepted mortgages in Brooklyn and sold them, guaranteeing their payment. As Bailey later put it, the company "came to control a vital bottleneck by serving as intermediary between those who wished to invest and those who wished to build...[.] it financed a property from the very beginning until the ultimate sale." In 1905 he would boast, with some exaggeration, "We founded [the Brooklyn communities of] East New York and Brownsville."

With the launching of the new firm, Bailey began his real career as a builder of Brooklyn. He also accumulated enough capital to buy his parents a house, to start investing personally in second mortgages, and to take advantage of other opportunities, often in partnership with his close friend, former state Senator William H. Reynolds.

During the years 1898–1905, Bailey made his first large profits, about \$500,000, developing parts of Borough Park with Reynolds. Though he kept his position with Title Guarantee and Trust (rising to president in 1923), in 1901 he also became board chairman of Realty Associates, newly established by Bailey, Reynolds and a group of men associated with Title Guarantee and Trust to develop unimproved land. Starting with a capital of three million dollars, the company became the largest institution lending money for real estate in the country and one of the largest producers of low-priced houses in the world. At its peak it employed twelve hundred people, two hundred of them lawyers. It changed its name to New York Investors Inc. in 1929 and went bankrupt in 1933.

With Reynolds, Bailey also participated in development of Bensonhurst and, between 1907 and 1914, the sea-side resort Long Beach.

The complex history of these enterprises awaits investigation, but two points are important in Frank Bailey's biography: First, surprisingly for an independent-minded man who often acted on strong opinions, he preferred throughout his business life to work with partners. His role was that of financier; others were probably more directly involved in building and selling. Second, by his own account his success in the mortgage business stemmed from his early perception that the Jewish and other immigrants who flowed into Brooklyn following construction of the Brooklyn Bridge (1883) and the Williamsburg Bridge (1903)

would be good mortgage risks. An egalitarian stance came easily to the son of Dr. William Cady Bailey, but the average New York City banker was reluctant to invest in Brooklyn at all; in the beginning, Bailey later claimed, he had to fight hard for his view within the company.

The first mortgagors, especially in Brownsville, were apparently established immigrants seeking to build multi-family dwellings to rent; later, in other communities, Bailey granted mortgages to would-be home-owners.

However, Bailey and others probably exaggerated his right to the title "Builder of Brooklyn." With a population of 600,000, the future borough was already the nation's third largest city when Bailey arrived, and many other men were active at the same time in developing some of the same communities. As one of the boldest and most intelligent, Bailey was extremely successful, but everything he did would very soon have been done by someone (hence the advantage of boldness). Moreover, although Bailey can hardly be blamed for financing the only kind of housing most immigrant workers could afford, that housing, especially in Brownsville, quickly ceased to be a plausible source of pride to anyone and eventually turned into a major blight on the city.

Bailey later diversified his investments and became a director of many companies. He retired from Title Guarantee and Trust in 1924. At the 1929 crash, he was trading in the stock market—again with partners—as the Prudence Company, a subsidiary of New York Investors. Less is known of this enterprise than of those which transformed large parts of Greater New York, though the unhappy affair of HAROLD RYDER provides some insights into Bailey's investment methods, and asides in his correspondence with Union's presidents provide others: it is fairly clear that Bailey's friendships on Wall Street and elsewhere—friendships that, like his father's, transcended prevalent prejudices—brought him information which enabled him to make a great deal of money for himself and for the College.

Bailey was fond in his later years of boasting, "Indicted but never convicted." He and Reynolds, together with a third associate and a city official, were indicted in 1917 for fraud in connection with the 1913 sale to the city, at an inflated price, of property in Rockaway. The district attorney never proceeded with prosecution of these charges, which were said to be politically motivated, and they were finally dismissed in 1920. When New York Investors went bankrupt during the Depression, Bailey and eight others were prosecuted by the U.S. government for fraud, but the case ended in a directed verdict of "Not Guilty."

In 1944, Bailey published his only book, an "as told to" memoir entitled *It can't happen here again*. The title was presumably borrowed from that of Sinclair

Lewis's 1935 novel *It can't happen here*, which refers ironically to the potential for an American fascist coup; Bailey's title referred, with no irony at all, to careers like his own, which he insisted had been rendered unrepeatable by the New Deal tax laws. The book's spirited narrative of Bailey's life is regularly interrupted with screeds on that theme. Not all reviewers agreed with Bailey that the graduated income tax had engendered a national tragedy, but none was prescient enough to challenge the assertion in his title.

**Treasurer of Union College.** After GILBERT K. HARROUN, Union's treasurer since 1892, died in 1901, President RAYMOND asked Bailey, who had come to notice as president of the Union College Alumni Association, to take the treasurership. Bailey's business career was the background against which he brought the College, over the next fifty-two years, from the brink of insolvency to reasonable financial health.

Bailey took the job with the understanding that he would have a free hand, and that the College, which had been losing about \$25,000 a year with an endowment of \$420,000, would henceforth live within its income, never using gifts for current expenses. That goal was achieved in all but a few years of his very long tenure.

He installed an assistant treasurer on the campus—first C.B. POND, then HARTLEY DEWEY—to see that bills were collected and in general to keep an eye on local finances. He also oversaw the sale by the College of unneeded local property—the GENERAL ELECTRIC REALTY PLOT and land west of Seward Place. This much other treasurers might have done, but Bailey went much further. He managed the College's endowment the way he managed his own investments, rather than in the cautious way generally conveyed by the word "fiduciary." In 1936 he admitted to the alumni, "I have always... been open to a very just criticism, for I would have hesitated to trust any Treasurer as you have trusted me."

He was trusted because he rarely allowed the College to lose by his speculations. In addition to gifts hidden in this way, he gave Union two buildings (BAILEY HALL in 1927 and the Electrical Engineering Building in 1930), and established three endowed chairs (Greek in 1945, Physics in 1950, and Mathematics in 1951). Smaller gifts paid for the renovation of the Nott Memorial basement to make it usable for library stacks (1936) and for the construction in North Colonnade of a "Mental Testing Laboratory" for the use of the CHARACTER RESEARCH PROJECT, to which Bailey was quite partial. In 1922 he gave the library his collection of books of American wit and humor.

In addition, Bailey gave, by WALTER BAKER's estimate, about \$500,000 in miscellaneous sums which, as treasurer, he never reported to the College, simply using them to balance the budget. Other gifts from

business associates who had no connection with the College, such as William H. Reynolds and William Greve, were probably actually repayments of obligations to Bailey.

Union College was Frank Bailey's principal charity. He always spoke of his gifts and service as the repayment of a loan—the \$400 scholarship which had enabled him to attend college. Similarly, he tried to repay his debt to Brooklyn, giving a large fountain at Grand Army Plaza in 1928 and serving as board chairman of the Brooklyn Botanical Garden.

When the Depression diminished the College portfolio, and necessitated salary cuts, Bailey, refusing to accept the situation passively, treated it as a challenge to work harder and rebuild the endowment. In 1945, he conceived a scheme which he claimed would ensure the College's financial health into the twenty-first century (see UNION'S REAL ESTATE CORPORATION). It might indeed have done so, had Congress not passed a new law in 1950 closing the loophole Bailey was exploiting; he liquidated the venture with a sizable profit.

From 1936, when he was seventy-one, Bailey spoke often of retiring soon as treasurer, but he never did so, and no one ever dared suggest that the time had come when he should.

**Trustee.** After the College's early years, treasurers had not been trustees. Bailey was finally elected to the board in 1910, and although he was never chairman (probably by his own choice), he soon became its most influential member. Much depended on his success as treasurer, and none of the other trustees was in a position to rival him as a benefactor of the College.

Perhaps because his undergraduate years saw the end of ELIPHALET NOTT POTTER's administration, with destructive polarization of the alumni, faculty and trustees, and charges that Potter had beggared the College with extravagant building, Bailey reiterated throughout his tenure that he was concerned only with financial matters, and would not interfere in the administration of the College. But most administrative decisions have financial implications, and Bailey expressed his opinions with a certain *éclat* ("A good teacher in a barn is better than a poor teacher in a palace," was a favorite saying). He argued for keeping tuition low and putting money into scholarships and faculty salaries rather than buildings.

In a rare moment of introspection, he wrote to Dixon Ryan Fox in 1941: "I think one hardly knows himself well enough to know whether he is by nature combative or whether he has combats thrust upon him. Most of us want to believe the latter when the former is our natural characteristic."

Writing to president-elect Davidson in 1945, he cautioned: "I don't expect in any way to interfere with the management of the College but unfortunately I

have the reputation of being domineering and tough. The latter characteristic I think is caused by entire frankness so you will have no difficulty in ever finding out what I think of a situation."

Bailey found bigotry a hindrance to business and made rather a point of eschewing it. He seems to have thought the common stereotypes, especially of Jews, were true but irrelevant. As treasurer of Union College, he was concerned about shortfalls in the number of entering freshmen, which diminished income, and in that connection on at least two occasions he forced the administration to defend the practice of artificially limiting admissions of Jews. When the issue was raised by others, however, he replied in equally narrow terms that the percentage of Jewish students already exceeded the percentage of Jewish donors.

In the later years of the Fox administration, Bailey tried hard, but unsuccessfully, to find a Jewish philanthropist to help him endow a "Professorship of Human Relations," to promote Jewish-Christian relations. He intended the position to be held by a Jew.

From time to time he would ask the president to give special attention to the admissions application of the son of a business associate, and he sometimes linked such requests to the information that the father had helped Bailey make money for the College, or to outright donations from the applicant's relatives.

While Bailey distinguished opinions from orders in his frequent letters to Presidents Day, Fox and Davidson, they rarely dared accept that distinction. Coping with Frank Bailey became a constant concern of the president, and of Walter Baker after he became chairman in 1941. Writing to President Fox, Baker often referred to Bailey as "Uncle Frank," and apropos one 1943 dispute said revealingly "I simply cannot and will not argue with Frank on the telephone any more, but I can and will stand my ground in any group conference with him."

When, at Bailey's urging, the status of trustee emeritus was created in 1952 for trustees over seventy-five, four men requested it. Bailey, who at eighty-seven was older than any of them, did not. Like Eliphalet Nott, he stayed in office too long and nearly caused serious damage to the institution he had served so well.

Over the years Bailey had expressed to various presidents his displeasure at the presence on the campus of speakers—such as Norman Thomas in 1932, and Rexford Tugwell in 1935—who he felt were attacking the economic system on which the College was built. Nevertheless, Thomas returned at least three times during the administration of President Fox.

With old age, however, Bailey's resolve not to interfere in academic matters weakened. Increasingly determined to act against Communism, on two occasions he raised with President CARTER DAVIDSON the issue of a faculty member who he believed to be a Communist. Davidson defended each as a non-Com-

munist but Bailey was adamant, and the men were eased out in 1947 and 1952 respectively. To Bailey it was simple: a college built on capitalism should not be expected to employ the critics of capitalism. Any equivocation on this point was proof of ingratitude to Union's premier capitalist benefactor.

Partly as a result of reading William Buckley's *God and Man at Yale* in 1951, Bailey decided more needed to be done. In February of that year he proposed that Union establish a special professorship, with the support of the Vanneck Foundation, to teach a required course in "the American way." Finding the Social Sciences faculty unanimously opposed to the idea, Davidson tried to deflect Bailey's initiative into something more acceptable, but a few months later Bailey renewed the attack. This time he demanded a blanket commitment from the trustees, what might now be called a mission statement: the purpose of Union College was to teach "the American way."

At its late January 1952 meeting, the board apparently passed (but never recorded in its minutes) a resolution, subject to Bailey's approval, which evidently reflected the position of Walter Baker, Carter Davidson and others that the board might issue a statement of faith but would not dictate what the faculty should teach. Bailey disapproved most emphatically, precipitating what Davidson called two of his worst weeks as a college president. Davidson, trustee Foster Brown, Baker and others finally persuaded Bailey not to change his will, but he decided to try again to get a satisfactory resolution through the board. If the resolution conflicted with academic freedom, he told Carter Davidson, "the stuff of academic freedom will have to go out the window."

Davidson, willing enough to fire people who broke the law against membership in the Communist Party, was appalled. "If academic freedom is going to disappear at Union," he told Walter Baker, "then I am afraid a number of its better faculty and probably the president himself will be leaving." Baker said he might do the same, but he didn't think it would come to that.

Over the next four months, Davidson and Economics Department chairman BENJAMIN WHITAKER labored to produce a draft of the "American Way" resolution acceptable to both a nervous faculty and an increasingly testy Frank Bailey. The version finally passed by the board on June 6, 1952, announced that "Union gives special emphasis to the principles underlying the American system of free enterprise.... The significance of these principles to the unprecedented growth of wealth and opportunity for the American people is studied and contrasted with the functioning of the principles of Socialism, Communism, and Fascism in the experience of other nations." It closed with the phrase "keeping always in mind the need for free inquiry and sound scholarship," which Bailey apparent-

ly thought harmless. At his insistence, the resolution was widely publicized.

When Bailey learned from newspaper editorials that this resolution, too, was generally understood to be merely an expression of trustee sentiment, not binding on the faculty, and that Davidson had said, "This is no infringement on academic freedom, for the faculty enjoys free scholarship inquiry. The trustees are exercising their own freedom to build constructively," the crisis intensified. Bailey had believed the resolution to be binding on every faculty member, and he felt betrayed; he again threatened to change his will in favor of some more grateful institution unless the resolution was made binding on the faculty.

Probably owing to intense diplomacy by Baker and Davidson, he allowed himself to be placated, and his half-million dollar endowment gift, earmarked to support teaching in economics and electrical engineering, was announced soon thereafter. The *Union alumni review*, in plucking its headline ("Greater Love Hath No Man...") from the Book of John, perhaps exaggerated the degree of Bailey's sacrifice, but conveyed quite accurately the College's anxiety that he might slip away.

**Family Life.** Successful as he was in business, Bailey experienced more than his share of personal loss. His first marriage, to Carrie E. Fingarr on December 5, 1888, ended in her death on September 29, 1893. He subsequently married Josephine Schott, who died on November 17, 1903. On July 6, 1905, he married Marie Louise Lambert, the daughter of former Brooklyn Mayor Edward A. Lambert. Their son Frank Jr. entered Union College in the Class of 1931. In October of his senior year he developed an unidentified blood malady which defied treatment; after months of worsening illness he died on June 9, 1931.

On May 17, 1930, the Baileys' daughter Barbara married John Vanneck, whom the New York Times called "one of the richest bachelors in America." At Bailey's suggestion, Vanneck was elected to the Board of Trustees in 1936, serving until 1974. His sons, John '60 and William '62, both attended Union; William succeeded his father as a trustee, 1975-85.

In 1911 Bailey bought a forty-two acre estate near Lattintown on Long Island to use as a summer residence. He named it "Munnysunk" and plunged into the cultivation of flowers and trees, creating what was eventually claimed to be the world's fourth largest collection of rare trees.

Frank Bailey died in his sleep at eighty-eight, on August 26, 1953. He bequeathed to Union College \$1,500,000, which at his direction was maintained as a separate endowment fund for extraordinary expenses; it has been used to make major improvements to the campus, such as the creation of Frank Bailey Field.

Marie Louise Bailey died February 19, 1964. In 1968 the Bailey Foundation gave "Munnysunk" to Nassau County, which maintains it as the Bailey Arboretum, at the intersection of Bayville Road and Feeks Lane.

The College gave Bailey an honorary Doctor of Arts degree in 1908 (the citation called him "Savior of Union College"), an LLD in 1923, and its first Alumni Council Gold Medal in 1937.

In an age of inflation, all monetary records eventually fall, but if benefactions are measured according to the difference they made to the recipient at the time they were given, it is unlikely that anyone can ever replace Frank Bailey as Union's greatest benefactor.

**Bailey Collection of American Wit and Humor.** FRANK BAILEY '85, himself capable of witty writing, formed a substantial collection of the works of American humorists, which he donated to the Union College Library in 1921. Additional gifts from Bailey and purchases by the library increased the original 314 volume collection to about 2,600 volumes by 1997.

**Bailey Cup.** FRANK BAILEY announced establishment of the Bailey Cup at the June 1912 Alumni Luncheon. The *Concordiensis* report presumably quoted Bailey's criteria for the award:

to be awarded annually to that member of the senior class who has rendered the greatest service to the College in any field. In awarding this prize, consideration will be given to any effort resulting in conspicuous improvement in athletics, undergraduate publications, increase in college enthusiasm, or elevation of the tone of college life, promoting the interest of the college at large, among preparatory schools, or adding to its prestige, or in any other way which may redound to the advantage of Union.

Since then, only the first sentence has been cited.

During his lifetime, Bailey purchased the silver cup each year. His special bequest created a permanent endowment on December 16, 1953. The recipient of the cup is chosen by the faculty, and a plaque on a wall in the Campus Center lists all past Bailey Cup winners:

1913: Charles T. Male; 1914: John T. Howell; 1915: Lynde De Forest Hokerk; 1916: Meade C. Brunet; 1917: David F. Chapman; 1918: Frederick G. Bascom; 1919: Brenton T. Taylor; 1920: John L.D. Speer Jr.; 1921: Ralph D. Bennett; 1922: Louis J. Rinaldi; 1923: Richard R. Oram; 1924: Alvin F. Nitchman; 1925: Edmund B. Redington; 1926: Sigmund Makofski; 1927: Remsen Johnson Jr.; 1928: William J. Gelsleichter; 1929: Milton Enzer; 1930: Waino M. Kolehmainen; 1931: Codman Hislop; 1932: Henry R. Froehlig; 1933: George F. Harris; 1934: George R. Cory Jr.; 1935: William A. Waldron II; 1936: Albert H. Stevenson; 1937: Robert D. Everest; 1938: Vilmar K. Bose; 1939: David L. Yunich; 1940: Samuel C. Hammerstrom; 1941: John P. Lewis; 1942: Alfred

Knopf Jr.; 1943: Granger Tripp; 1944: Paul F. Yergin; 1945: [not awarded]; 1946: Donald T. Olson; 1947: Chester T. Marvin; 1948: Jack Tway; 1949: Kenneth Whalen; 1950: John DeBello; 1951: James Kenney; 1952: Gerald O'Loughlin; 1953: Robert F. Murray Jr.; 1954: Anthony Tartaglia; 1955: James D. Brown; 1956: H. Jerome Cohan; 1957: Michael F. Dinnocenzo; 1958: John Glass; 1959: Lawrence Kahn; 1960: Edward C. Ruth; 1961: George D. Thompson; 1962: Norman G. Lavery; 1963: Robert & Edward Skloot; 1964: J. Lawton Morrison; 1965: Lawrence McCray; 1966: Rodham E. Tulloss; 1967: Richard Ferguson; 1968: Benjamin Volinski; 1969: Donald DeMichele; 1970: William Munno; 1971: Roy Wiese; 1972: Walter Spencer; 1973: Robert Bernhardt; 1974: Timothy McCabe; 1975: Valerie Hoffman; 1976: Judith Dein; 1977: James Trump; 1978: Andrew D. Koblenz; 1979: Steven L. Richards; 1980: Lisa S. Katz; 1981: M. Joann Mazur; 1982: William T. Lloyd IV; 1983: Ilene S. Landress; 1984: Winthrop H. Thurlow; 1985: Shari R. Midoneck; 1986: Lisa A. Freed; 1987: John P. Ciovacco; 1988: Leata R. Jackson; 1989: Kevin W. Ireland; 1990: Scharn Robinson

A 1959 survey of the forty-five living Bailey Cup winners found twenty-two of them in business, nine in education, six in law, and four each in public service and medicine. The Bailey Cup is generally considered the most prestigious student prize at Union.

**Bailey Hall.** Opened in the fall of 1927, Bailey Hall lost its separate identity in 1971 when it became part of the Science and Engineering Center. During that forty-four-year period, the building housed most of the Humanities and Social Science departments, and also—more, perhaps than any other building—played a role in faculty life and politics.

In the fall of 1924, the Graduate Council launched a fund campaign to build an "arts building," and the following year President Richmond and Dean Ellery wrote supporting editorials in the *Union Alumni Monthly*. In the vocabulary of the times, the social sciences and humanities were "the arts," or the academic and cultural, side of the college, while the sciences and engineering were the technical side. The editorials argued that Union needed an arts building not only for practical reasons—the English, history and modern language departments were cramped in quarters scattered about the campus—but to "announce to the public that we have an academic department." Union then had separate buildings for physics, chemistry and electrical engineering, and, as Richmond put it, the humanities and social sciences "should have a place of dignity and importance which should stand as a visible evidence of our academic faith."

The fund drive was apparently not very successful, but sometime in the first half of 1926 Treasurer FRANK

BAILEY offered to assume the entire cost himself. Ground was broken September 29, 1926, and the building was dedicated on November 5, 1927. The architect was MCKIM, MEAD & WHITE, and the builder was Edgar S. Crossen '06. Bailey Hall was said to be the first building in Schenectady constructed from cinder blocks.

The first two floors were devoted to offices and classrooms; the top floor originally had six classrooms and a large lecture room. By the late '30s, at least, there was an office with a telephone and a secretary (Anna Nardini for many years) who served all the faculty in the Social Science and Humanities divisions.

Bailey Hall at first housed only English, history and modern languages; philosophy, political science and economics followed in 1935, and classics in 1938. "Bailey Hall" came to stand for those departments and those faculty. Eventually, in the minds of many of the engineering and science faculty, the meaning extended to what they perceived as wily politicking and the plotting of power bids by the Bailey Hall faculty.

This suspicion probably developed as a result of the leadership of economics professor EARL CUMMINS in the development of the divisional system, adopted in 1934, which gave Social Sciences and Humanities equal standing with Science and Engineering: as the "technical" side of the college had more buildings, more outside funding, and a wider public recognition, its faculty were naturally uneasy about the change.

Suspicious may have been further aroused by the fact that anyone who walked through the second floor of Bailey Hall saw a cluster of men in an outer office. That office, known by the habitués as the bull-pen (from the slang "shooting the bull"), belonged to economics professor WILLIAM WHIPPLE BENNETT. Bill Bennett's quiet concern for his co-workers, his uncanny awareness of the latest campus news, and his ready appreciation of any attempt at humor, inevitably attracted his colleagues who yearned for a responsive and appreciative audience for their wit and gossip.

The ready opportunities for socializing had academic as well as political consequences, especially after introduction of the divisional system reduced the importance of departments, as contact between specialists tended to broaden their perspectives.

Administrative structure did not concern the students, but during the Second World War Bailey Hall gave off a rosy glow for hundreds of alumni serving in the armed services when philosophy professor HAROLD LARRABEE began writing, publishing and distributing *CORN-BAILEY-ENSIS*, a small newspaper full of college gossip, news from servicemen, jokes and witty commentary, available gratis upon prompt report of the subscriber's service address. By all accounts, Larrabee's labor of love was a tremendous morale

booster and made friends for Bailey Hall even among non-Union alumni.

As the College grew, makeshift arrangements in Bailey Hall eventually failed to provide satisfactory office space for the larger faculty and sufficient classrooms for the wider curriculum offerings. Removal of modern languages to a "temporary" building in the fall of 1947 (see MODERN LANGUAGE BUILDING) relieved the pressure only for a while. With the opening in 1967 of the HUMANITIES and SOCIAL SCIENCE buildings on each side of the Library, those two divisions left Bailey Hall and each other.

Biology, its own building soon to be razed, moved in for about four years; then, upon the opening of the SCIENCE AND ENGINEERING CENTER in 1971, Bailey Hall became home to the MATHEMATICS DEPARTMENT and the GRADUATE MANAGEMENT INSTITUTE. The ACADEMIC OPPORTUNITY PROGRAM moved there in 1980.

Although the southeast section of the Science and Engineering Center continues to be called Bailey Hall, it has become an address like any other.

—Barbara Rotundo

**Baker, Walter Cummings** (March 29, 1893–Sept. 25, 1971). Class of 1915. Banker. Trustee, 1931–71 (Chairman, 1941–63).

Born in Oneida, New York, the son of William M. Baker, a sometime retail dry goods merchant, and Fannie E. Wallace Baker, Walter C. Baker followed his brothers Harold '11 and Everett '14 to Union College in the fall of 1911.

Baker was active in theater and became sports editor of the *Concordiensis*. A scholarship student, he worked throughout his college years, landing a paying job as college reporter for the *Schenectady Gazette*. He was a charter member of the Black Cat Club, a freshman literary society, and Psi Upsilon.

After graduating with a BS degree and working a few more months for the *Schenectady Gazette*, he became a salesman for the Bond and Mortgage Guarantee Co. in Brooklyn—one of many promising Union graduates FRANK BAILEY brought to that company. Enlisting in the U.S. Navy on May 27, 1918, he served at the Seabury shipyards in New York City until discharged August 2, 1919, as a yeoman second class.

After returning briefly to the Bond and Mortgage Guarantee Co. and then working for the mortgage and bond department of S.W. Strauss, Baker joined the Guaranty Trust Co. in 1920. He remained there for the rest of his business life, retiring in 1958 as a vice-president.

On September 15, 1921, Baker married May Ida Case, daughter of Clinton Pierce Case (1855–1937). Case had been a Watertown drygoods clerk in 1880 when his former schoolmate, F.W. Woolworth, took him into the rapidly expanding Woolworth firm as his



lieutenant; like many of the men associated with the chain in its early days, he became a multi-millionaire, retiring in 1915 as vice-president. A substantial amount of Case's wealth would find its way to Union College; as Baker wrote to a friend after his wife's death in 1946: "May gave me financial independence years ago... to permit me to use my life for the college and other interests free from restraining influences."

In 1928 Baker began collecting antique glass objects, an interest that evolved over the following decades into a major collection of classical and pre-classical antiquities, predominantly small sculptures. The Bakers pursued this interest on several trips to Italy, Greece and Asia minor; in 1936 he mounted an exhibition in Hale House of Egyptian, Babylonian and Greek art from the collection and gave a talk about it to the Faculty Club. A 1950 catalogue described the Bakers's exhibition of Greek, Etruscan and Roman antiquities at the Century Association,

In 1936, the year of the Hale House exhibition, the Bakers also began a collection of master drawings, especially Italian and French; a 1962 Metropolitan Museum of Art catalogue described this collection. Baker had become a trustee of the Metropolitan Museum in 1948 and ultimately bequeathed both his collections to that institution.

Baker's service to Union began with his membership on the Graduate Council, whose Financial Committee he chaired for several years; in 1927, he instituted systematic canvassing for the Annual Fund, increasing alumni contributors from twenty-six in that year to more than twelve hundred by 1934. Elected an alumnus trustee in 1931, he was chosen to fill a permanent seat on the board in 1934, and appointed assistant treasurer in 1936. In 1941, Frank Bailey, with the support of President Fox, persuaded HIRAM TODD to step down as chairman of the board and Baker to take his place; he served as chairman for the next twenty-two years, a tenure exceeded only by SILAS BROWNELL'S thirty years.

As chairman, Baker was perceived by most of the college community as aloof, austere and sometimes imperious, but he enjoyed warm relationships with President DIXON RYAN FOX (whom he called "Dick") and CHARLES WALDRON, and a friendly relationship with President CARTER DAVIDSON. (Baker's correspondence with Fox includes regular reports on his highly eclectic summer reading.) More important, his voluminous correspondence with all three men reveals him to have been a hard-working, conscientious and self-disciplined board chairman, thoroughly devoted to the College's welfare.

As the board's first wealthy chairman, Baker was the only person who could, albeit with difficulty, stand up to Frank Bailey, a task that became increasingly necessary in the last years before Bailey's death in 1953. Baker gave special attention to selecting new trustees

who would constitute a "working board." His predecessor had been content to be largely a figurehead, and other members did not generally suppose that, in order to carry out their responsibilities, they needed to learn any more about the College than they already knew or had been told by the administration. Baker gradually built a more active Board, with several members (most notably, Ralph D. Bennett '21) who took a direct interest in the functioning of the College—not just, as Frank Bailey had long done, with an eye to economy, but with the aim of improving the institution's educational work.

Near the end of Baker's tenure, perhaps in response to recommendations of the 1957 Middle States accreditation report, the board undertook a major study of the College's administration. It resulted in several changes in administrative structure beginning in 1960, while separate "task forces" studying the College in more detail in the next couple of years recommended other changes. Opinions differ as to whether this oversight was always healthy, but if some thought Baker's hand reached too far, others held that it did not go far enough. By the end of Baker's service as chairman, the board was putting substantial pressure on the DAVIDSON administration, not because any crisis had developed, but because the board believed the College was losing ground vis-a-vis other institutions. This pressure intensified under Baker's successor, MEADE BRUNET, and resulted in President Davidson's resignation in 1965.

Baker's own constant concern throughout his service to the College was with aesthetic matters. In 1932 he and Mrs. Baker sponsored a concert by Metropolitan Opera baritone Frederick Schorr, and in 1946/47, they sponsored a series of five concerts. On the selection of Dixon Ryan Fox as president in 1934, the Bakers made a gift of the sunken garden adjacent to the PRESIDENT'S HOUSE. They not only paid for the creation of HALE HOUSE in 1935–36 but also took great personal interest in seeing to it that its furnishings and those of SILLIMAN HALL set a new standard of elegance for the College. Similarly, they provided and furnished a new PSI UPSILON HOUSE in 1937–38 and on other occasions made smaller gifts to remodel and furnish the President's Office, the Admissions Office and the English Department office, and to create an English reading room in Bailey Hall.

Baker's sporadic efforts over the years to improve education in the arts at Union were much less fruitful, and there was little real progress until near the end of his tenure (see ARTS DEPARTMENT). As early as 1946, he advocated turning North Colonnade into an arts center, and in 1948 he made a gift to enable the College to hire art historian and archaeologist Frank P. Albright as Union's first regular professor of art. The College announced that Albright would be building "a four year curriculum in art," but after three years he resigned, to be succeeded by studio artists or men who

divided their time between art and other subjects. In 1954/55 Baker addressed the New York Alumni Association on plans to strengthen liberal arts facilities at the College, but he was apparently unable to implement those plans at that time.

A fellow trustee observed, in 1962, "In practice, if not in theory, Walter Baker makes the important buildings and grounds decisions for the board." There is little reason to suppose decisions made by any other system would have been better, but on at least one occasion Baker's desires were thwarted to the College's benefit. On completion of the new Psi Upsilon House in 1938, Baker decreed that the red stone WASHBURN HALL, which stood in the foreground of one's view from the front door of the fraternity, should be painted gray, as the Psi Upsilon House had been, to conform to the Ramée buildings. Washburn Hall remained red only because an expert doubted the paint would stick.

May Baker died April 20, 1946. On May 25, 1951, Walter Baker married Lois Duffie Wurtele (May 17, 1897–Aug. 3, 1979).

Baker retired from the Guaranty Trust Co. in 1958, at sixty-five, and set up a "small office where I can follow the avocations which have taken up 75% of my time for some years back." Those occupations included, in addition to art collecting and his work for Union College, service as board president or treasurer of the Manhattan Eye, Ear and Throat Hospital; the Eye-Bank for Sight Restoration; the Archaeological Institute of America; the American Academy in Rome; and the Fellows of the Pierpont Morgan Library. He was a director of numerous other organizations, including the Cathedral of St. John the Divine, and was Vestryman of St. Thomas Church.

Though retiring as chairman of Union's board in 1963 at the age of seventy, he remained on the board until his death in 1971. His widow, Lois D. Baker, was appointed to the seat in 1972, and served until her death.

Many of the Baker benefactions memorialize family relationships. In 1929, May Baker established the Mary Louise Johnson Library Fund in memory of her mother. Immediately after May's death, scholarships were established at Union in her memory by her sisters, Harriet C. Moore and Anna C. Newberry, and a library book fund was established by her niece, Mollie H. Newberry. When Schaffer Library was built in 1961, a music room was given in her memory by two anonymous relatives.

To a scholarship fund he had established in 1961 and an endowment fund set up in 1964, Baker added, through a deferred bequest received after Lois Baker's death, an endowment to support the May I.C. Baker Professorship in Arts and another endowment to support teaching. In recognition of the latter endowment, the trustees named the Humanities division "The Wal-

ter C. Baker Faculty of the Humanities"; occasions to use this name rarely arise, and it is known to few.

In 1975, Lois Baker established the Walter C. Baker Lectureship in Art and Civilization.

The College awarded Walter Baker an honorary Doctor of Laws degree in 1955.

### **Baker (Walter C.) Lectureship in Art and Civilization.**

In 1975 WALTER BAKER'S widow, Lois D. Baker, endowed a lectureship "to bring distinguished scholars in arts and letters to Union College in the fall and spring of each academic year to further knowledge and understanding of the role that the plastic arts have played in the development of human civilization." The first lecturer was James Thomas Flexner, in 1975.

### **Balanced College Concept.**

Of the three important innovations by which Union College distinguished itself in the nineteenth century, only one—ELIPHALET NOTT'S 1845 introduction of an engineering option on an equal basis with the liberal arts course—has remained a hallmark of the College. Nott's highly personal approach to the reclamation of errant students inevitably perished with him, while his creation in 1828 of a scientific curriculum "parallel" to the classical curriculum anticipated the liberalization of college curricula everywhere.

Although Union is no longer the only small college offering full undergraduate programs in both liberal arts and engineering, it has remained one of the few to do so. The co-existence of two seemingly antipathetic disciplines has its own history.

**The Theory.** To Nott, himself both a clergyman and an inventor (see NOTT STOVES), there was no dichotomy. As he put it on the fiftieth anniversary of his presidency, nine years after introducing an engineering curriculum:

No matter in what direction or to what extent inquiries after truth are prosecuted, from each the answer returned will be the same. From the strata embedded in the depths of the earth, from the blossoming flowers on its surface, as well as from the suns that burn and stars that glitter in the firmament above it, a voice, everywhere alike, is heard to say "God is here, and here, and here."

No subsequent Union president is known to have defended the study of science and engineering in theological terms. Most found sufficient justification in society's need for scientists and engineers and Union's ability to attract students in those fields.

Educational historian Frederick Rudolph appraised Nott's innovation in *Curriculum, a history* (1977):

The happiest curricular arrangements of the first half of the nineteenth century were made under Eliphalet Nott at Union College, and the wonder of it is why Union was so unique in arriving early and successfully at a workable