

Skating on Thin Ice



Building the Campus
at New College

by
Ralph E. Styles

SKATING on THIN ICE

The Early Days of New College

**As experienced by
Ralph E. Styles
1963-1970**

Note on the January 2023 Electronic Edition

In 2005, Captain Ralph Styles (1910–2008) wrote this memoir of his years as director of planning for New College during its infancy, from 1963 to 1970. The book was never published, but Captain Styles made several copies for his friends and for the College.

Captain Styles, following a distinguished naval career, was brought in by New College soon after it had hired I. M. Pei to build a complete college on the Charles Ringling estate. The Captain's nitty gritty account describes, with original documents letters, this fascinating, and often amusing and testy, process.

Captain Styles' memoir deserves a wider audience, especially in the New College community, and even more especially in light of current questions about the College's identity and future. *Skating on Thin Ice*, along with Brud Arthur's history* should be required reading for all Novocollegians. We are pleased to offer this downloadable (and searchable) edition.

Thanks to alum Ginger Lyon for the use of her copy of *Skating* as the basis for this edition.

*Furman C. Arthur. *New College: The First Three Decades*. New College Foundation, 1995.

Appeal from the Editor

This edition is an unedited scan of a second-generation copy. We would gratefully accept the loan of one of the original copies in order to make a second and improved electronic edition.

Contact Jonathan Lundell at jlundell@pobox.com if you can help.

—Ginger Lyon NC 1970–74

—Jonathan Lundell NC 1966–70

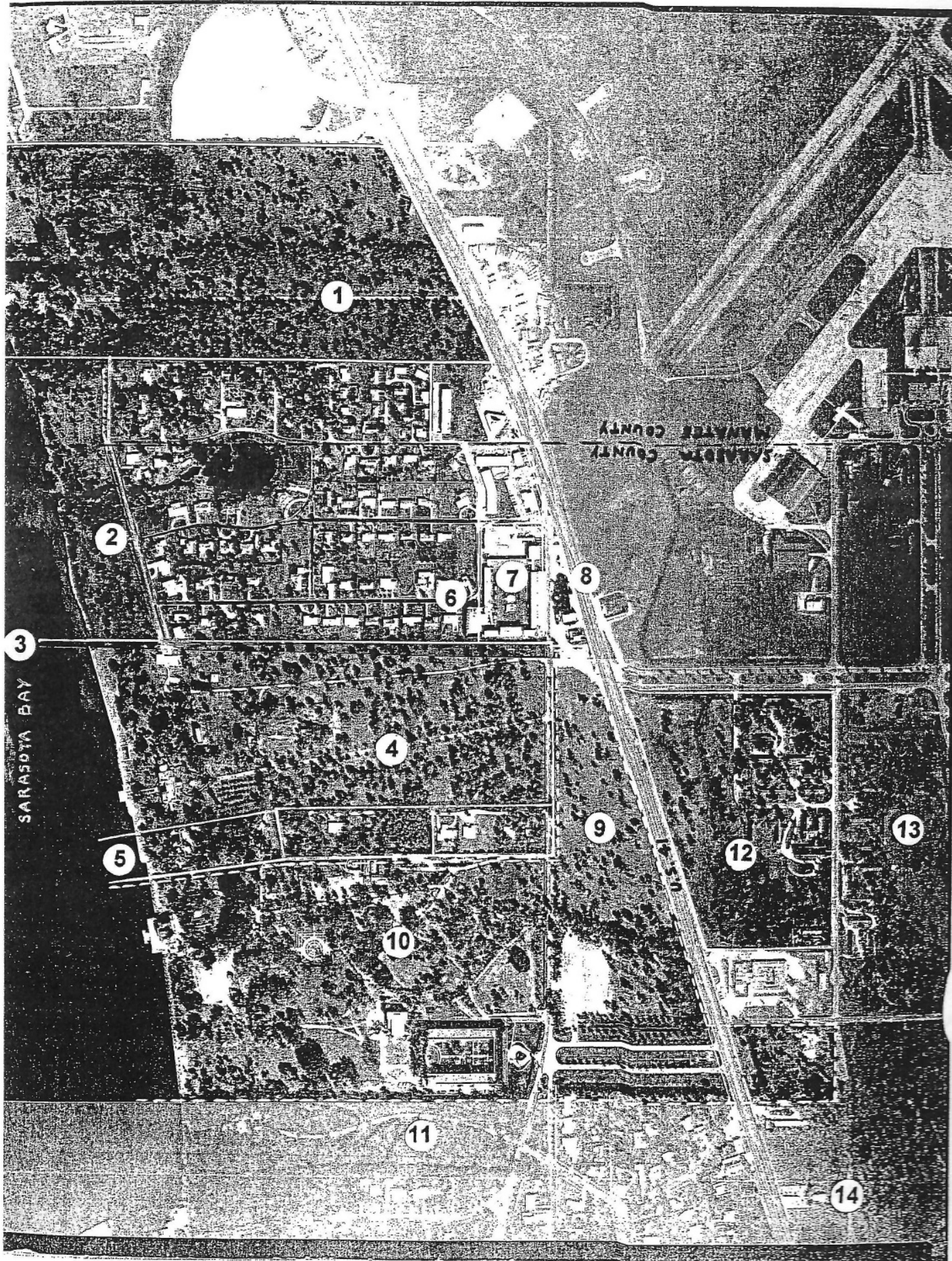
—Ben Brown NC 2005–09



I. M. Pei

Ralph E. Styles

New College's First Architect I. M. Pei and First Planning Officer Captain Ralph E. Styles, February 23, 1967



NEW COLLEGE

1. Horton (Crosley) Estate – Fifty five acres. After our failure to make a deal, Mr Horton sold the Southeast corner for a motel.
2. Uplands Waterfront – Note shallows in Bay which would make it easy to dredge and fill.
3. Thirty acres in Sarasota Bay of submerged land, which in 1963, could have been filled.
4. Charles Ringling Estate – Note swimming pool on waterfront, caretakers house, (Social Sciences Dept.) and barn. The North 100 feet from bay to Bayshore Road had been given to son Robert, whose widow married Bon Seigneur. She had retained the waterfront house and one acre as a life estate. The south 100 feet had been given to daughter, Hester Ringling Sanford, who had sold all but her house on one acre on the waterfront. The remaining land was sold for a housing development.
5. Hester Ringling Sanford property.
6. House in Uplands adjoining Campus first used as Science Department offices.
7. Circus Hall of Fame (a private business)
8. Zinn's Restaurant (a private restaurant)
9. This triangle between Bayshore Road and US 41 owned by the State of Florida.
10. Ringling Museum – State owned.
11. Caples Estate. Mrs. Caples, when she was in her 80's, had a life estate when the college started.
12. Twenty acres east of US 41. New College had purchased a 99 year lease from a developer. The property belonged to the Sarasota/Bradenton Airport Authority.
13. Additional twelve acres leased from the Airport Authority is covered in this report.
14. Fourteen (14) unit motel with office and managers apartment became the college book store, office and classrooms during this period.

FORWARD

Although I am 95 years old, I thought that while I still had a few marbles left, that I would put together my recollections of the early days of New College (1963-1970) in which I participated. I have read Furman Arthur's excellent book, New College: The First Three Decades, but this will be more the nitty-gritty aspects, meeting crisis after crisis encountered in developing the facilities, disposing of donated real estate and many other critical factors that couldn't be covered in the broad treatment given by Arthur. Furthermore, his book covers more the assembling of faculty, student problems, etc., where I was not as involved. This will deal more with the logistics.

My life before New College had been years of learning to destroy, and during WWII as a submarine captain actually destroying. The building of New College in those early days was exactly the opposite. It was producing something worthwhile, although the financial enticement was extremely small, it was such a challenge that I found it rewarding to help keep the ship afloat.

I have put this story together mostly from memory; however, to jog my memory and avoid inaccuracies I have checked out old school newspapers, building progress reports, trustees' meetings and my own correspondence files which have

been made available to me by Gail Novak. Her assistance has been of inestimable value. Thank you Gail, and a very special thanks to my daughter, Anne Overbeck, who encouraged me to start on this project and has done all the laborious typing and proof reading.

As I worked on this project I relived the experience once again. Seeing the results now of our efforts those many years ago, I feel honored and rewarded for having been a key part of the early days of New College, and it was such a unique story that I feel it should be preserved.

SKATING ON THIN ICE

THE EARLY DAYS OF NEW COLLEGE

My relation with New College started September 23, 1963. I had arrived in Sarasota with my family in January of 1963. At that time we enrolled Linda, our younger daughter, into Riverview High School with the idea she would fulfill her junior year, then we would go on to California where I had a potential job with the Copley Press. Linda liked Riverview very much, and after about 3 or 4 days they had put her on the staff of *The Rampage*, the school newspaper. She was very fond of newspaper work. By the time the year ended they told her she could be editor of the newspaper the following year, so we decided to stay in Sarasota until June of 1964 when she would graduate from high school. I had just retired from the Navy after 34 years of service (e.g., four years at the Naval Academy where I received a B.S. Degree in Engineering, four years in aircraft carriers and 26 years in submarine service.) I had attended the Naval War College where I received a Masters Degree in Strategic Planning. I found that this background stood me in good stead, because of the logistic studies. Planning a college is basically a logistics problem that includes: the housing, the dining, the food service, the number size and special requirements for classrooms to accommodate the students, and the office space for staff and faculty as the college grows, also special facilities for athletics, laboratories etc. In my last sea assignment I was in command of the

West Coast Submarine Force. This gave me considerable experience in dealing with local government officials and the public. The Navy wanted to build a nuclear submarine base in San Diego and I had to convince the local officials and public to accept the building of a nuclear base for the submarines. From 1946-1949 I had participated in founding the General Line School in Newport, R.I. This was a school attended by 600 naval officers each year who were not Naval Academy graduates, but who wished to transfer to the regular Navy after service in WWII. I had been an instructor in political science (Foundation of National Power) and submarines.

In the late spring of 1963 we went up to Asheville, N.C. to visit my father for a week or two, and when we returned there was a note in the door from Don Dickason. He had been a college administrator at the University of Illinois. After he retired, Don had started a college placement service here in Florida for college administrative people throughout the United States. I went over to his house that was just down the road a little way from where we lived. He told me at that time that he needed somebody to work for him for about a month to put together all his records and send them out to the University of Colorado in Boulder, Colorado where the placement service was going to be relocated.

I went to work for him for a month, and it turned into two months before we finished. By the time we completed the task, it was the end of the summer. On that last day that I met with him, he came in with a letter he had written to George

Baughman, then the President of New College, and put a copy on my desk. In that letter Don had recommended to George that he hire me if possible for any job he might have, and Don wrote glowing remarks as to how I had pitched in and helped him although I had had no previous background in what I was doing. *

I had a call shortly afterwards from Nellie Burmaster, George Baughman's chief assistant, asking me to come out and talk to George, which I did. In the conversation he said that if I went to work for the college I could make a great contribution to the community. They couldn't give me very much salary to start with, but after the college got established he assured me that I would have a very good position with the college. I said, OK, that I would try it for a while. (I had Navy retired pay to live on.) I agreed to begin to work for \$5,000 a year. I was to be the planner for the college in charge of construction, a liaison with the architect, and was to report directly to the president. I also was to be in charge of their real estate which was considerable.

So, I went to work for the college on September 23, 1963, which was the day that Mr. I.M. Pei came down for a press conference and an announcement that he had been selected as the first architect for New College. The Education Facilities Laboratory of the Ford Foundation had given the college a \$25,000.00 grant to pay for the selection process the college followed in picking an architect for building a college that was starting from scratch with only an educational concept in mind,

*Appendix 1.

i.e., a small tutorial type college with emphasis on learning patterned after New College of Oxford, England. How did we reach this day when we hired I.M. Pei and I went to work for New College? This is very well covered in Furman Arthur's book in detail, but to refresh your memory I would like to give you a short summary.

Sarasota had wanted to have a four-year college here for sometime, and the Chamber of Commerce had been working on this idea. They had tried to get Florida Presbyterian to come into Sarasota. This was about 1959, but Florida Presbyterian decided to locate in St. Petersburg. This is now Eckerd College, and this occurred in spite of the fact that later Mr. Eckerd was on our Board of Trustees in the early days of New College.

The first meeting of the New College Committee that was sponsored by the Chamber of Commerce was in August 1960. The committee was headed by George Higgins of the Chamber of Commerce. Rev. John Whitney McNeil from the Congregational Church was on the committee because the Congregational Church had been thinking of starting a college. They hadn't participated in the start up of a new college in over 100 years. Also on the committee was Phil Hiss who was the elected chairman of the Sarasota School Board. He was very much interested in higher education and architecture.

On October 11, 1960 incorporation papers were filed. They had been drawn up by Bob Van Skike, a local attorney who had been helping in getting the college

organized. On June 21, 1961 George Baughman was appointed president of the college. He was well acquainted with the college concept because he had been consulting with the committee for sometime. He moved his family to Sarasota in early September of 1961 and eventually moved into the Hiss house after extensive repairs had been made. This later became a bone of contention because the Hiss house was a sample of over appraisal and crediting with a big donation when it was turned over to the college. The college took a 2-year mortgage at 5- $\frac{3}{4}$ % for \$75,000 to pay Phil Hiss and Phil Hiss held a second mortgage of \$90,000 that was to be forgiven over the next 5 years. In other words he would take tax deductions as needed of the \$90,000 and be credited with a gift to the college of that amount. He later contributed \$10,000 cash to the college. The deal did not sit well with the Board of Trustees. When the college was given the house, it was appraised at \$160,000; but when George Baughman moved out the most they could sell it for was \$80,000. George Baughman had initially been Vice-President of Business Affairs for the University of Florida, and then Vice-President of Business Affairs for New York University. That was his basic background and he was not primarily an educator. The college had spent a sizeable amount on the Hiss house getting it acceptable for occupation. I think Phil Hiss resented this because he had been living in the house and thought it definitely suitable for the next occupant.

On April 5 and 6 of 1962 New College had a conference on education objectives and here it was outlined that they wanted to have special students, very highly

capable students and try a new form of independent study education in which students, were basically responsible for their own education by means of contracts between the students and the faculty advisor. School would be in session most of the year so that a student could graduate in three years. There were to be no grades.

The next big event was November 18, 1962 when New College dedicated its campus. The West Coast Symphony played and it was on a Sunday afternoon. After that George Baughman moved his office onto the campus into Robertson Hall that had just been remodeled. It had been an old carriage house on the Charles Ringling estate. Prior to this the college offices had been in downtown Sarasota in a building owned by Bob Van Skike, a trustee, and the rent was donated by him.

The next event in the life of the college was an architectural conference convened at New College to outline the concepts to top American architects on what the college program was going to be and acquaint them with the area. This was the event the Education Facilities Laboratory (Ford Foundation) had granted \$25,000 to enable the college to hold. Eight architects were invited. Those present at the Architectural Symposium at New College May 9-11, 1963 were:

Architects:

Mr. Thomas H. Creighton, FAIA
Mr. John Dinkeloo
Mr. John Mac L. Johansen, AIA
Mr. Ernest J. Kump, FAIA
Mr. I.M. Pei, AIA
Mr. John Lyon Reid, FAIA
Mr. Kevin Roche

Mr. Benjamin Thompson
Mr. John Carl Warnecke, AIA
Mr. Harry Weese, AIA

Trustees:

Dr. George F. Baughman
Dean John W. Gustad (guest)
Dr. Marvin Halverson
Mr. Philip H. Hiss
Dr. Wesley A. Hotchkiss
Dr. Howard E. Spragg
Dr. W.D. Sugg

Advisory Board:

Dean Pietro Belluschi
Dean Charles R. Colbert
Dr. Nell P. Eurich
Mr. Walter McQuade

At the symposium George Baughman told the assembled architects that he planned in the next 10 years to raise \$50 million dollars for the school, and \$15 million of it could be allotted to the architects to build the campus. The architects were later called back individually to present their thoughts on what they proposed to do if selected. I.M. Pei came back on July 12, 1963 and on the basis of his presentation he was unanimously selected to be the architect. The selection of Pei was announced to the press on 23 September 1963 the day I started working for New College. Mr. Pei was present to meet the press.

The campus at this point consisted of the old Charles Ringling estate, which ran from Bay Shore Road to the bay. Charles Ringling had given 100 feet on either side of his property to his two children. He had built a house for his daughter on the south, Hester Ringling Sanford, who had sold the east end of her strip for residential lots, reserving a right-of-way from Bay Shore Road to her house which

was on an acre of land facing the bay. The college hoped to eventually acquire this, but at the present Mrs. Sanford lived there. The 100 feet on the north belonged to Charles' son, Robert Ringling, who had passed on leaving the property to his widow, Irene, now married to Robert Bon Seigneur. They had sold to New College the 100-foot strip from Bay Shore Road to their house and one acre on which they had a life estate. Abutting the Bon Seigneur house to the north, the waterfront lots of the Uplands were now owned by New College along with 30 acres of submerged land in the bay which New College planned to dredge and fill. The college had purchased a 99 year lease on 20 acres of airport property located across Tamiami Trail to the east of the Charles Ringling Estate.

The college also hoped to acquire the Crosley estate of 55 acres that abutted the Upland's waterfront lots. The Caples property to the south of the John Ringling Museum had been willed to the college, but Mrs. Caples retained a life estate on the whole property. It was rumored that she had a dream one night and her husband came to her and told her that if he had known that New College was going to be there, he would have left the property to New College rather than Princeton; so shortly thereafter she or her representative hopped on the train and went to New Jersey and bought it back for New College.

On 5 September 1963, the college Executive Committee authorized the president to negotiate a contract with I.M. Pei and associates to prepare plans and supervise construction of campus and related facilities up to a budget limit of \$15 million.

This \$15 million happened to be almost double the amount raised so far in gifts and pledges since the start and much of this had been spent in purchase of campus land, salaries, etc.

Whence came this idea of the selecting process for an architect? It apparently came from a letter from Ed Grafton written to George Baughman on 24 November 1961* shortly after George became president. Incidentally, Ed Grafton's firm became the architects for the master plan and dormitories on the West Campus after Pei resigned. Also, Phil Hiss, who was on the New College Board of Trustees was well known among architects and had written articles for architectural magazines. I'm sure he was instrumental in lining up the architects, architectural magazine editors, etc. who came to the conference. Each architect was paid \$1,000 gratuity and expenses for the event. They were flown over the area, saw the potential campus and were briefed on the cultural facilities of the area. It was a unique program.

Ieoh Ming Pei turned out to be a world famous architect. ** He was born in Canton, China in 1917. His family had a background of art and culture having lived in Suzhou, China for 15 generations. However, his father was a banker and had to flee to Canton as the communists took over, then Hong Kong and finally Shanghai. There I.M. Pei and four siblings were raised. Suzhou was to the Chinese

*See Appendix 2.

**See Appendix 3.

the symbol of the arts as Florence is to Italy.

He attended an expensive middle school taught in English. His mother, whom he loved dearly, died when he was 13 and when his father remarried the new step mother would send all the children to boarding school. At 17 he came to America to attend University of Pennsylvania architectural school. After 3 weeks he moved to MIT where he graduated in 1940. He worked for a time for an engineering firm in Boston, but when WWII started he worked in Princeton on bomb damage effects. Meanwhile in 1942, he married a Chinese girl who had just graduated from Wellesley.

They both attended Harvard graduate school, she in landscape architecture and interior design, he for his graduate degree in architecture and he also taught. In 1948 he became the in house architect for Webb and Knapp, the developing company owned by Zeckendorf, a big time developer. Here he built up an architectural group of about 70. In 1959 he began to break away from Zeckendorf to do MIT's earth science building in 1960. At the age of 43 he went on his own. It was an amicable separation for he kept his architectural group in the same office at 383-85 Madison Ave. until 1966. In 1961 he began a major project in the National Center for Atmospheric Research in Boulder, Colorado as well as a communication center at Syracuse, TWA terminal at JFK airport and airport control towers—all of this consumed his efforts until New College came along. The New College project seemed to be a real challenge for him; and the New College

competition between the top established architects of the U.S. seemed to capture his imagination. This, the Ringling Museum that intrigued him, and the project being his first in the semi tropical South sold him. He was a master salesman himself. He sold himself to New College, although he was probably the most expensive architect we could have chosen.

On October 1, 1963 Eason Leonard called George Baughman and said Pei had accepted the responsibility for architectural design of Phase I—dormitories on the airport site to be ready by August 1, 1964. A team would be down on October 14-15 to meet with all concerned interests. I was directed to arrange the meetings. *

As it turned out, New College was not sure where the money was coming from to build the buildings; so Mr. Pei was told to make the buildings look like college dormitories so, hopefully, we could get the money from the government. At that period of time, the early sixties, the baby boomers were just coming of college age and the Department of Housing and Urban Development would finance 100% of the college development at 3% interest payable over 50 years. The loan would cover development costs including construction and architect fees, legal fees, and site improvement, purchase of land and built in furniture. The following could be financed: student and faculty housing, dining and kitchen areas, student union, infirmaries and health facilities, essential service facilities like power plant, sewer,

*See Appendix 4.

lift station, water and utility lines etc. and landscaping. Number one priority for the loan would be new campuses where the award of academic facilities loan or grant from the Office of Education is predicated on the availability of housing. Of course preliminary plans would have to be submitted in order to get this housing loan committed; therefore, the initial housing and dining facilities would be on the airport property or East Campus and the West Campus saved for the main undergraduate campus.

The plan was that after the first three or four years, the West Campus would be ready for the undergraduate student body and the East Campus would then become a continuing education or conference center that would provide an income to the college. Meanwhile, the college would have time to determine just what would be the West Campus, i.e., would it include the Caples property, the Sanford house, the Crosley (Horton) estate and the thirty acres of filled land in the bay? It was decided Mr. Pei could proceed with a master architectural plan for the whole college on the West Campus.

Further, academic facilities could be financed by the Department of HUD office of Education. One-third of the cost—outright grant from the government, one-third of the cost a government loan at 3% interest and one-third of cost from the college funds. This program was administered through the states.

Mr. Pei was also told that the design should look like a continuing education center for adult education in case we failed to get the HUD loan. In that case, the

project could be presented to the Mott Foundation of Flint, Michigan that provided grants for such a facility. As a last resort, the facility should also look like a high-class resort or conference center with shops and other facilities that would attract wealthy tourists, conventions and such. Fortunately, before Mr. Pei was very far along, the government approval of the preliminary plan came to go the dormitory route with 100% loan from Housing and Urban Development and this was the route taken: dormitories and student union dining with auditorium and some class rooms. After the college bought the Charles Ringling house (21 acres), they also bought the Uplands water front lots, which extended the West Campus to the Crosley estate (55 acres) on the north. They very much wanted to acquire the Crosley estate; but at that time it was owned by Freeman Horton, who had become somewhat disenchanted with the college because of their fundraising efforts which included attempts to persuade him to donate the property.

Mr. Horton loved the property and he and his wife lived in the Crosley mansion that was very dilapidated. Freeman Horton was born and grew up in Bradenton, but his step-grandfather had an old frontier cabin where the Uplands is and he also owned the adjoining property which was later the Crosley estate. Freeman Horton as a boy spent a great deal of time there, but when the grandfather died the property was sold and Freeman Horton's mother used part of her inheritance to send Freeman to college. He started at the University of North Carolina, but his instructor told him to go to MIT which he did and received his engineering degree

plus a fine arts degree from Harvard in three years in 1918. He returned to Bradenton to practice engineering and designed the first skyway bridge. The Crosleys built the mansion on the property once owned by Freeman Horton's step-grandfather. During World War II it was used as an officer's club and B.O.Q. for the officer's training at the Sarasota Airport. It was purchased shortly after WWII by Freeman Horton and he was able to return to the land that he had roamed as a boy.

Mr. Pei had also been told as he was doing the plans for the 1st phase of construction on the airport property (East Campus), that if we did manage to acquire the Crosley estate to be prepared to just flip the plans over on to the west side of the Tamiami Trail onto the Crosley property. The property ran at an angle to the Trail which was just the reverse of the airport property east of Tamiami Trail. New College had had hopes of acquiring the Crosley (Horton) estate almost from the start. After George Baughman, Phil Hess, and Bob Van Skike had visited the Hortons, George Baughman had written a letter to them on 14 July 1961 thanking them and offering to name this section the Dr. Dunham Campus (Freeman Horton's step grandfather.) On July 27, 1961 it was reported to the Executive Committee that Freeman Horton was working on a proposal whereby the college could acquire the property and the proposal would be ready in several weeks. The college never received a proposal so they had it appraised 4 December 1961 for \$734,000.

However, Mr. Horton appeared to continually change his mind about the selling price.

When I came aboard in September 1963, the urge to acquire the Horton property was still strong, and I could see what it would mean to New College to have the whole campus on the bay side so the students would not have to cross Tamiami Trail. I began to get acquainted with Mr. Horton. I stopped in his office in Bradenton several times in October 1963, and Mrs. Styles and I called on Mr. and Mrs. Horton at the estate. Shortly thereafter when we reached the point of seriously talking about purchasing the property, Mr. Horton permitted me to inspect the upper floors, the seawall, the barn, garage and waterfront. It was in deplorable condition. Before this he hadn't permitted anyone else from the college to inspect the property. Cope Garrett from New College went with me on one of my inspection trips.

At a meeting of the Executive Committee Dr. Sugg had said that if we could pin Mr. Horton down to a firm price on the estate, he would approach Mrs. Bishop of Bradenton to ask her to buy the estate for the college. Dr. Sugg had a lot of influence with her, and she was very generous to him and routinely presented him with a new Cadillac at Christmastime.

On December 31, 1963, we were able to obtain an option from F. and M. Co. (Freeman and Mabel Horton) seller and New College Inc. purchaser for a price of \$980,000 of which \$900,000 would be presented at closing and \$80,000 would be a

gift to the college from the seller. The option was until May 29, 1964 (5 months) at \$1,200 on each month—total option \$6,000.

We were jubilant because Mr. Pei's plans for building the complex on the 20 acre East Campus had not yet been completed; so those plans could be flipped over and the whole campus could now be on the west side of the Tamiami Trail and students would not have to be crossing the Trail. The executive Council now put on hold the project of obtaining an additional 12 acres of airport property adjoining our 20 acres. If we did get the Horton property the swimming pool, soccer field, ball diamond and athletic facilities could all be on this additional 55 acres, and with little work, the residence could be converted to additional classrooms and offices.

I had kept a relationship with the Hortons. When my older daughter was in town for Easter, I took her over to the Bradenton office to meet Mr. Horton. She was at the time head of the physics department undergraduate office at MIT and they formed a bond. Also, Freeman's older son was flying with a business partner on a chartered plane down to South America on business and the plane went down in the Caribbean. The business partner was killed, but fortunately young Horton and the pilot were picked up by an American submarine operating in the area and taken to San Juan, Puerto Rico. At the 8 May 1964 meeting of the Executive Committee they directed us to renew our efforts to acquire the Horton property.

I was able to get Mr. Horton to extend the option until 29 June 1964 and a period after by oral agreement. George Baughman and Nellie Burmaster made

application to Tallahassee for a government grant to acquire the property in accordance with the recently passed Higher Education Facilities Act of 1963.

But time was running out, and the college had not found a way to buy the Horton property and Dr. Sugg had not persuaded Mrs. Bishop to buy it for the college. She eventually built the Bishop Planetarium in Bradenton and endowed it. On June 17, 1964 I wrote to Mr. Eason Leonard of Mr. Pei's staff that "For the present, the Horton property is not available." I retained a friendship with the Hortons for a number of years until they died.

On January 26, 1965 George Baughman received a telephone call from Tallahassee informing him that the New College request for a grant to purchase the Horton tract was No. 4 in priority; but the funds for that period of time had run out and that the request should be resubmitted. On the next go-round a request for only the buildings and a reasonable amount of land around the project and access thereto should be made. On March 4, 1965 Nellie Burmaster wrote to Mr. Dungan, coordinator of the Education Facilities Program, who had returned the application to the college. She told him that she would be glad to resubmit it if there were any possibility that funds were available, but there would be a three weeks delay until she was back from vacation.

On 24 March 1965 I reported to the Finance Committee that Mr. Horton had agreed to sell the house and 8 to 10 acres and that the remainder could be under a long-term lease and several acres at a time could be obtained. On this basis George

Baughman and Nellie Burmaster resubmitted a request for a government grant, but it never came to pass. There were several possibilities: the board probably realized that the grant would only cover one-third of the cost, or maybe it was because we had almost completed the student housing on the East Campus; so we went ahead to acquire the additional acres from the airport. *

After the weekend of Mr. Pei's meetings on October 14 and 15th, he returned to New York and left one of his architects, Sheldon Peed, here to start in on the project. Sheldon Peed set up to work on the plans in College Hall on campus, but we hadn't hired any faculty yet and there was no one to talk to him much about concepts for the college, physical requirements, time schedule, etc., so he packed up and went back to New York and started working on Phase I which included plans for enough dormitory space to house our first class of 100 that would be coming in September 1964. The college had Cope Garrett and Millie Ellis in admissions, and they were doing a good job of recruiting. They were under the guidance of Bob Norwine who hadn't reported in yet. They were trying to recruit the first class of 100 students to start in September 1964. This effort is covered completely by Furman Arthur in his book.

In November of 1963 John Gustad was officially appointed Dean of the College and on 21 January 1964 he was on campus to start work. On January 14, 1964 I was called by Eason Leonard, (Pei's office) to let me know that I.M. Pei would

*See Appendix 5.

arrive on the 19th with Leonard, Page, Peed and a model; and would like to meet with the Architectural Committee and New College Board, then have lunch with city and county officials and contractor, if selected. He would then unveil the model of Phase I -dormitories. The architects would stay until the 21st. Mr. Pei had not realized that one of the requirements when using government funds was that the project had to be submitted to competitive bidding and awarded to the lowest bidder. As I remember they were going to charge us \$12,000 for this model. We had it and eventually sent it back because we had no use for it other than to display it to the press on that first day and to potential donors. There was a board meeting that morning in the dining room of College Hall and we began discussing how much it was going to cost to build three units where each unit would house approximately 100 students and faculty supervisor. It was pretty exorbitant. The press, local officials, and dignitaries had been invited to a luncheon meeting in the music room and were waiting. The board meeting broke up and adjourned to the music room for lunch. Mr. Pei came in and explained the first phase of the plan that he hoped would be built by September 1964. The \$12,000 model represented one of three buildings that were to be built around a common courtyard or village square. The structure would be like a small Mediterranean village where around each corner would be a complete new vista (a surprise). Below is Mr. Pei's vision of the living space for the students.

The most important thing is a feeling of intimacy and privacy. While nearly one

hundred students will be living in each building, there are only twelve students living in each court, two in each room. This is to get away from large motel or dormitory feeling by breaking down into smaller and smaller units. But each room is part of a court and each court is part of a larger one, and the three buildings are brought together by a central court. The result is that each unit becomes part of a larger community.

The Grecian or Mediterranean village is created by a process of evolution over a period of centuries. They built a part and if it doesn't fit it is taken down and replaced by later generations. We can't let history evolve our plans for us so we must make a planned effort to make the result as casual and informal as what would have been produced by evolution.

The Tamiami Trail is like a small Miami with motels and blinking lights. The buildings therefore enclose their own environment to create a place in which Socrates can be studied, less assaulted by a commercial atmosphere.

I would like to see New College teach classes here in the courts. The professors can give lectures here or the students can talk and play chess.

There are five courtyards organized in a system. Each has a fountain* to provide not only the sensations of light, but also of sound...and there will be gardenias and jasmine for scent.

Because these buildings will be used later as an inn and because they are the first to be built a little more attention has been given to looks. These are a little too lush for dormitories. The West campus dorms won't be quite so much so. These buildings were designed to be flexible and to be used for many purposes. The cost of construction was \$21 per sq.ft, but the cost was raised by the use of so much outdoors space. The rooms themselves are 10%-20% larger than the usual dormitory room.

Well, it was quite well received. In late February 1964, I received a call from Mr. Pei's office saying that he would be down 4-8 March. On 4 March he would like to meet on the East Campus with Lane Marshall, Carl Abbott, Bud Reasoner, Claude Schulter and myself to discuss landscaping. On Friday morning he would like to meet with the faculty to discuss progress on their requirements for the West Campus. On the afternoon of 5 March he wished to meet with the Architectural Committee to discuss the East Campus phase II—time schedule and cost; the West

*See Appendix 20.

Campus planning, soil samples and filling in the bay. He and Mrs. Pei would be in Captiva for the weekend; but on Monday, March 8 Pei would like to meet in the morning with Lane Marshall, Bud Reasoner and me. Then, in the afternoon meet with Mr. Bach field engineer of Housing and Urban Development (HUD) and me.

I set up the schedule and we had very good meetings. Mr. Pei was concerned that the faculty had not put together their basic requirements for facilities on the West Campus. Since we hadn't yet acquired the Sanford house or the Horton property, his new buildings would have to go up in height to allow proper landscaping. His basic thoughts were to fill in the bay in front of the Uplands, erect two 18 story dormitories on this filled land, tear down College Hall to be replaced by a much taller building and acquire a house and lot on the south that abutted the Caples property and build a beautiful promenade starting at North Bay Shore Road, extend in front of Caples, the museum, Sanford waterfront, Charles Ringling property, Bon Seigneur's property, Uplands and end at the Horton property. It would be a promenade similar to that in Rio de Janeiro on Lido Beach. Mr. Pei did complete the plans for Phase I—the dormitories for the East Campus and they were put out to contractors to bid upon in April of 1964. When the bids were opened we found that they were for far more than we had expected or could borrow to pay. The dormitories were going to be financed with Housing and Urban Development loans. The estimate of what Mr. Pei had presented was something like \$25.00 per square foot. At that time we could have built adequate housing of motel style

rooms for about \$10 per square foot. The specifications called for a cream colored oven-fired brick. The closest place that could produce them was in Pennsylvania. The tile for the courtyards and steps could only be found in Mexico. The brick laying had to be "Flemish bond" that is every other brick was laid butt end out at 90 degrees from the adjoining bricks. This "Flemish bond" can be seen in very old buildings built around the time of the U.S. revolution. For instance Monticello and the University of Virginia have the "Flemish bond" brick laying technique used in their oldest buildings. We would saw the brick in half and place an end section between two lengthwise bricks. These bricks were fragile and many were chipped in cutting.

Then, Mr. Pei was famous for his architectural concrete. So this meant that once a cement pour was started it had to be continued to completion, otherwise the completed job would show a distinct mark where half was poured one day—and the next half was poured the next day after a lapse of time. Further, to insure uniformity a slump test had to be made of every load of concrete. This would insure the same mix of concrete and aggregate in every load otherwise there would be a difference in texture or coloring. In addition, Mr. Pei demanded that new plywood would be used to construct the forms each time the old forms were used once. The old forms once used could not be washed off and reused as is done in most construction.

I need to go back a little ways because when I first worked at New College I found that just about everyone in town had been antagonized by George Baughman. I made calls on all the local officials: The Airport Authority, the manager of the airport, Dick Wolf, the County Commissioners of both Sarasota and Manatee counties and the City Commissioners in both Sarasota and Bradenton. I think we became good friends. I know one night I was asked to speak before the Sarasota Builders Association.

At their monthly dinner meeting when I got up to speak about New College, they began asking many questions such as, "Why did you hire I.M Pei? Why did you have to put buildings up for bid? We thought this was going to be a local thing to really help the economy here, but the way it is starting out it doesn't sound like it."

I was not well received. I ended up by talking about my submarine experiences in WWII. After that when I was asked to speak, I would ask if the subject was New College or submarines in WWII and invariably they wanted submarines.

We had a retired couple, Mr. And Mrs. Hogan, who had been living in the caretaker's cottage to look out for the property. We realized that we were going to have to move them because we needed that building for faculty offices. However, Mr. Hogan had a stroke and died soon afterward, and Mrs. Hogan moved into town.

After Mr. Hogan's departure, we hired Al Minter to be responsible for building and grounds. Ed Boguez assisted him and supervised most of the workers on the

grounds and the building cleaning women who were day workers. The minimum wage rate at the time was \$1.00 an hour, and they were glad to have steady jobs.

There was a huge military surplus storage area in Stark, Florida, which was about three hours to the north. Non-profit organizations could get wonderful equipment there for pennies. Fortunately for New College, large numbers of military bases were being closed during this period; and I sent Al Minter up to Stark almost weekly to check out new additions of surplus equipment. We got our trucks and the school bus (nicknamed the Blue Goose) from Stark. A supporter of New College paid to have the bus repainted blue and white—the college colors. This was most useful during that first year particularly when the students were housed on Lido Beach. We received lawn equipment such as mowers, rakes, etc. We also acquired warmers for the kitchen and buffet bins, dishes, silverware and all that was necessary to equip dining facilities. In fact most every piece of equipment used on a military base was the same as that needed for a college campus.

The trustee's Executive Board would meet frequently because there were a lot of issues to be discussed. When they met the trustees would meet in College Hall in the dining room. Nellie Burmaster, George Baughman's assistant, would get Millie Ellis and two or three secretaries to prepare a nice lunch. There would be quite a bit of discussion going on mainly about funds.

Christmas 1963 was my first at New College, and George and Hazel Baughman hosted a wonderful party for the college staff in the president's home on Lido Shores.

The 20 acres on airport land on the east of Route 41 had been leased from the airport by Mr. Frank Smith for 99 years. He had planned to put a shopping plaza there. The college bought the lease. The old quonset huts there had been left over from WWII when the land had been used as an Air Force base. These had to be taken down. At that time the man who had charge of them was renting them out to drifters. When I came over to tell the people that we were going to have to destroy the huts they got very mad and said if I came over there again they'd have a gun waiting for me. But we did have to get the people out, and I got one of the churches in town to try to relocate them. They were mostly drifters or people who came to Florida and couldn't afford much rent.

I remember one occasion, spring of 1964, there was a board meeting going on in College Hall. We had a group that was starting to tear down the old barracks across the trail. They were setting fire to some of the old material, and it got out of control. Every fire engine in Sarasota was called out and the place was drenched by the fire fighters. When they got ready for construction they had to wait until the water had seeped down. It was a rather low area.

After Christmas in 1963, we had to start getting the campus ready for the students. The plan was to have the first class arrive in September 1964. This had

been the target date. The school felt it very important that we not miss that starting date in 1964. The first thing we needed to do was to remodel College Hall.

The Executive Committee meeting on April 17, 1964 authorized the expenditure of \$35,000 to convert the Charles Ringling house (College Hall) to serve as classrooms, library and offices. Although we had not gone through the procedures for government assistance, we were able to ask for some reimbursement later as part of the purchase and conversion of the Sanford property. In this case, we did not have time to draw up preliminary plans, have them approved by HUD, and go out for bids. The facility would be desperately needed for the class entering in September 1964. George Baughman knew what he wanted to do—he told me and I had Doug Meechan of West Coast Construction do the job. His on the job supervisor was Walter Mills, a young man who later had his own successful construction company. Thank heavens we had College Hall. Of course this building was the library as well and Corrine Wilson was the temporary librarian. She was beginning to assemble books that would be needed.

I had a structural engineer, Captain Siebert USN (ret.) to check on the weight bearing capabilities of the second floor to see what books could be put on the second floor over the 1st floor living room. This area had been guest bedrooms, but we took the separating walls out and made one big open space on the second floor. Fortunately, sizeable steel beams had been used in the initial construction, so Capt. Siebert approved putting book stacks in the area, but we could not have them over 5

shelves high. I had tried to get the original plans for the house. The original architect had been from Wisconsin and was no longer in business. Captain Siebert's son was an architect in town who remodeled the Field Club and also did the design for enclosing the patio of College Hall to be used as extra dining space for the second year of students.

The live-in servant's quarters were on the north end and they were going to be the faculty offices. This was to be the Liberal Arts Department, and the caretaker's cottage that was nearby would be the Social Studies Department. The science offices would be in a little house we owned in the Uplands and we planned to convert the rooms in that house to faculty offices. Dave Lindsay, who could pilot an airplane, and I flew down to Naples to talk to Bill Zimmerman, the architect who had built temporary classrooms out of 8 x 10 ft. plywood. George Baughman thought of the idea that we might have a joint effort with the Sarasota School Board in which we could use them until we had more buildings and then turn them over to the School Board. We got a grant from the Selby Foundation to build a science laboratory that turned out to be a quickly erected metal building. We put in extra heavy plumbing so that acids would not wreck the plumbing in the building and this structure served as the science laboratories.

When I started working for New College, their first big fund raising campaign had just ended, and they showed over six million dollars in gifts and pledges. However, a lot of the pledges were for the future, such as ^{Heckler}~~Gordon~~ Palmer's pledge

of one million dollars, Lota Mundy's pledge for the arts, and other pledges as well. Many of the gifts were real estate that had to be sold such as the Cochran tract given by Jane Bancroft Steele Cook, the 55 acre Palmer Farms given by Dallas Dort, and the 200-250 acres of the Hi Hat Ranch given by the Herman Turners. Some of the real estate gifts were houses or lots that had to be sold, and on which the college was paying mortgages. Sarasota was in a slow moving real estate period, and some people who wanted to move on, would have their property appraised, take an 80-90% mortgage, give the property to New College, and be credited with their equity as a gift on their income tax. Meanwhile, the college would have to payoff the mortgage. We did eventually have the Executive Board issue an order not to accept any more mortgaged property unless the donor agreed to pay the mortgage until the college could sell the property. This, however, was not done until the Executive Board meeting of November 12, 1964. The Hiss house was an example of this where the funds raised showed a pledge and gift of \$90,000 in which we didn't get any cash, but a mortgage of \$75,000 that the college paid and the \$90,000 gift forgiven over a period of years.

Many of the gifts were also the value of services rendered such as Mosby Engineering gave us a dollar amount of free surveys, or Billy Johnson who owned a motel on the North Trail gave us free use of the motel for a designated amount; or Lane Marshall, Jr., the only graduate landscape architect in town at the time, gave us free landscape consultations of a certain amount in value.

One of my duties was to handle the college real estate, and I knew nothing about real estate. I took a crash course, passed the salesman exam and got a real estate salesman's license (though legally this was not necessary because I was employed by the college which was the owner), but I did feel a little more confident. This was before multiple listing so I kept a listing with the Sarasota Real Estate Board of all the properties the college had for sale; and the President of the Board, Parker Banzhaf, was a great help to me. At one point they even gave me a recognition award.

The Dallas Dort property gift was out just east and fronting on Cattleman Road running from Bahia Vista South towards Bee Ridge and was zoned for industrial use. It happened that Bob Drabik was working for the Industrial Development Council in 1966 trying to get industries to move to Sarasota. (Quote from report to Bob at meeting May 4, 1967.) We made a deal with the Industrial Development Council whereby they paid the taxes on the property for the next three years, if we agreed to sell small parcels of one, two and three acre plots to those that would commit to move to Sarasota. This way we would receive about 50% more than if we sold the whole 50 acres to a developer and let him develop it. Bob's wife, Pat, worked for the college in 1965-1967 teaching theatre and poetry. They both made a large contribution to the college in the early years. The Dort property was pretty far out, but it was known that I-75 would eventually be out east of town. Bob got a number of companies to relocate in Sarasota and buy their location from the

college. We also sold relocation sites to local businesses including the County Engineering Department, Miller Glass and a couple of building contractors to mention a few. In the midst of developing this industrial property, the plans were developed for I-75 and they planned the route to run right through the middle of our park. I attended several meetings of the Planning Board, but couldn't convince them to run the route just a little bit to the east. That would have been taking some of the celery farms which were sacrosanct in those days. It ended up that to get to the eastern part of the industrial park, it was necessary to go either to Fruitville Road or Bee Ridge where there were underpasses for traffic under I-75.

I cut up the Herman Turner acreage out on Fruitville Road into 5-10 acre lots which we sold. Five acres was the minimum size lot that could be sold because this was the zoning out there. Jim Mosby, who had pledged a certain amount of survey work, would survey the lots as they were sold. At that period of time, I could write the deed. The State later changed the law, so that the deed had to be written by an attorney. When that happened, Bob Van Skike would sign the deeds for us that I had written.

The Cochran tract given to the college by Jane Bancroft Steele Cook was a superb piece of real estate. It was 21 acres between 2nd and 6th Streets west of the Trail. It had large bay frontage that was beautifully sea walled. The 888 apartments and the Hyatt House are among some of the structures that are there now. I had hopes that we could keep the title to the property and lease it on 99-year

leases for activities that might want to build there. This would be similar to what Stanford University does. On one trip that I made to California, I stopped by Palo Alto to see if I could learn more about their leasing procedures. Stanford has 18,000 acres, the second largest land holding of any college I believe. Only Barry College in Rome, Georgia with 29,000 acres is larger. Barry College holdings are devoted primarily to lumbering and farming that are taught. Stanford has leased a lot of their property to electronic industries on 99-year leases, and also to faculty housing both marvelous income producers. If only New College could have done something like that! But, no, we desperately needed the money to pay faculty salaries, campus building costs, etc., so we sold the Cochran tract. We even had to borrow from the bank to pay faculty salaries. At the meeting of the Executive Committee on October 7, 1965, the president of the college reported that a second line of credit of \$431,000 had been obtained from the following 13 banks in the Sarasota and Manatee area: First National Bank of Bradenton, Manatee National Bank of Bradenton, Trust National Bank of Sarasota, Manasota National Bank and Inter City National Bank of Bradenton, Bank of Palmetto, St. Armands Palmer Bank, Sarasota Bank and Trust, American Bank of Sarasota, National Bank of Sarasota, Gulfgate National Bank, Citizens Bank and Trust of Sarasota, First National Bank of Venice, Palmer First National Bank and Trust Co. using as security seven parcels of property owned by the college.

Mr. Kimberly of Kimberly-Clark family eventually bought the Cochran property for \$675,000 (\$500,000 cash and the remainder within 4 years at 6 ½ % interest and an additional \$10,000 to get it rezoned). It had to be rezoned for boatel use (similar to motel except clients arrived by boat and docked). Ft. Lauderdale had such a zoning and Tom Icard and I attended many sessions of the Zoning Board and City Commissioner's meetings to get the zoning set up and passed; after which it was closed and about half the funds from Mr. Kimberly were used to pay outstanding debts made to the above banks to keep the college afloat and pay faculty salaries.

The college also had two beautiful large tracts of land that were kept as long as I was there including the Crane property at the north end of Longboat Key and the Whelan property of Siesta Key. The Crane property had a very nice house and some smaller buildings. Student groups were organized to go out and work cleaning up the grounds as well as having outings for cookouts and camp outs. At one point we had a visiting author in residence there and then later rented it to one of the professors. On Siesta Key the college owned a beautiful property that ran from Higel Ave. to the bay called Jungle Way. It had several small guest cottages that some of the single faculty members rented and the main house on the bay which the donor, Mrs. Kate Whelan, kept for herself during her lifetime.

When the students did arrive in September 1964, we had the classes in the Charles Ringling house because we could use the pool room and the music room and of course the three rooms on the second floor. The downstairs of the barn was

fixed up for classrooms and a lounge for the students. Plus there was a lounge in College Hall. I knew, Dr. Donahue, the curator over at the John Ringling Museum. He offered us a couple of rooms over there to be classrooms particularly for the art classes.

The first faculty member that I met was Ross Borden, Dean of Humanities Department. He had been at Washington and Lee University in Virginia. Dr. Sanford from Texas was hired to be head of the Social Studies Department, which would be in the caretaker's house. Dr. Sayvetz was being hired to be head of the sciences.

Thinking back over those early days I am astounded at what was actually accomplished. My responsibility among many others was to get the classrooms and facilities ready for the students. George Baugham spent his time fund raising the year before the students were to arrive. He did a fantastic job. When you stop to think that it was after the new year in 1964 that the college started to get together a faculty to teach these young people and also to get students committed to the college. We only planned to admit 100 students for the first year; however tuition at New College was more than that at a State university. Admissions found adventurous students who were willing to go to a brand new school that had a new idea, but not yet accredited, in how to educate them. Actually New College was accredited in May 1968 after the first class had graduated. This in itself was exceptional. Additionally, the students were given scholarships to persuade them

to come. To get faculty members was a challenge; however, there were young professors who were willing to cast their lot with an innovative college that was willing to explore new methods of teaching and break away from the stereotype. They came from some of the finer established colleges and universities. To top it all off we had Arnold Toynbee, the British historian, that first year who lived in one of the little houses the college owned in the Upland area adjoining the West Campus and was available to just sit around and talk to the students. Of course local talent was also used. Paul Wolfe who headed the West Coast Symphony was the adjunct professor of music. Syd Solomon, an internationally known artist, taught art and ran a winter school for students and senior citizens for the first three years (New College Fine Arts Institute).

A major priority was making the physical plant ready for the incoming students due to arrive in September 1964. When bids for East Campus were opened in April, they came back about three times what we had hoped or expected to pay for the dormitories. That night after the bids were open I sat down with Mr. Pei, George Baughman, and Dave Lindsay who was head of the Architectural Committee in the motel up near the college. One of the donors to New College, Mr. Johnson, had provided his motel for use, and this is where the architects stayed when they came to town. We sat down to discuss what could be done and thought that first of all Pei's representative would go up to Orlando with George Baughman to talk with the contractor who had gotten the low bid and see what could be taken

out of the contract to save money. George Baughman said that he would not be available because he had to go on two weeks active Navy duty in Washington. He was a reserve Rear Admiral in the supply corps. Having just come from Washington and seeing what reservists did in two weeks active duty, I didn't think what he would be doing would be too important. I told George that I knew Vice-Admiral B.J. Simms very well. Simms was head of the Bureau of Personnel and he was in control of the personnel assignments. He had been in the class after mine at the Naval Academy. I was sure I could get his active duty postponed so that he could handle the situation of bringing down the costs of the building project.

George said, "Oh no, this is a very important assignment and it has been set up for some time and I can't possibly not go." Well, it so happened when he was in Washington on his two weeks active duty, the liaison officer, and this is the custom in the Navy, brought all the reserve Rear Admirals to meet the Secretary of the Navy. The young lieutenant brought George over while he was there and of course a picture was taken of the three. George brought the picture back with him. He called in the press and said here I am conferring with the Secretary of the Navy.

The reporter said, "And who is that other guy?" He was pointing to the young lieutenant.

George said, "Oh, he doesn't matter, just cut him out." The newspaper article came out the next morning with the picture of George Baughman and the Secretary of the Navy and the headlines read that it was George Baughman, President of New

College, with the Secretary of the Navy while he was on a very important assignment in Washington for his two weeks active duty.

Well, it ended up that I went up to Orlando with one of Mr. Pei's people and we worked on eliminating the super expensive items as much as possible. Then after that I flew to New York for a couple of days to work with Mr. Pei's architects revising the plans to a degree. When we got back we solicited new bids because there were so many changes.

Shortly after this, at the Board Meeting in May 1964, Phil Hiss resigned from the College Board and from Chairmanship of the Board. Fortunately for the college, board member Louis LaMotte became the new chairman. He had been Chairman of the Board of IBM and knew how to run a business meeting. I have never seen better run or more controlled meetings than those chaired by LaMotte, and I had attended meetings of the Military Joint Chiefs of Staff.

Phil Hiss had wanted very much to postpone the opening of the college until 1965 because it could be seen by now that there wasn't anyway that the Pei dormitories could be ready by September 1964. The construction contract had not even been awarded. The idea of a 1965 opening was seriously considered and then dropped. Many students had already committed to New College '64—they would probably be lost. It was doubtful if the college could afford the faculty and staff for a full year before opening and the fact that the college had missed its proclaimed

starting date would seriously affect fund raising. So, the idea of delayed opening was rejected.

Walter Sonnenberg came aboard the first of June 1964 as Vice-President for Business Affairs. It was very helpful to me to have someone take over some of the things that I had been doing. One of the early things he did was put into writing the area I was responsible for—a job description.

We had a real worry about the students crossing the Trail (Route 41) that separated the dormitories where the students lived over to the Palmer Campus where they had their meals, library and some of their classes. After quite a bit of negotiating the State finally put a traffic light where they would cross at the corner of U.S. 41 and the old entrance to the airport, General Spaatz Blvd.

The second bids on phase I—dormitories were opened in early July. Although a little higher than expected, we could live with the cost; so at the July 10, 1964 Executive Committee meeting they voted to execute the contract with Knowles Construction Co. for \$1,700,400 on Phase I and to accept a loan from Housing and Urban Development (HUD) for \$2,545,000 for Phase I, II and II ½. Then, on July 21, 1964 a formal groundbreaking was held. The first class was due to arrive in a few weeks, September 14, 1964. I.M. Pei did not attend the ground breaking on 21 July 1964 because he was in Italy with his wife and 4 children on an extended vacation. It was there that he received a phone call 22 July 1964 informing him that he had been selected over a group of renowned architects to do the Kennedy

Memorial Library. New College had not known he was in the running and only learned after 13 December 1964 when there was a news release that I.M. Pei had been selected from a number of top architects to be the architect for the Kennedy Memorial Library. It seems that the selection group used very much the same procedure in the selection that New College had when we selected Pei. They first assembled all the architects for a general discussion of the project and then they interviewed them in their offices where they were shown facilities and models or renderings of former projects. Pei had a limited portfolio to show them.

Someone present said, "His work is like he is—the poetry comes through."

Pei told the Kennedy Committee that although they probably would select a better-known architect, he was moving forward in his work and he felt that he was on the verge of his best work.

Later in the elevator leaving the building after the visit to Pei's offices, Mrs. Kennedy told her sister-in-law, "I don't care if he hasn't done much; I just knew he was the one." I.M. Pei was always a terrific salesman.

The young architect, Sheldon Peed, who designed the dormitories with I.M. Pei, was supposed to be Mr. Pei's architect in residence to supervise the construction, but that would have been very expensive for the college; so Mr. Pei agreed that we could have a young local architect, Bert Brosmith, to be his representative on the job. Bert had worked with Paul Rudolph, another local architect who became Head

of the Architectural School at Yale University. Bert Brosmith later joined Paul Rudolph teaching at Yale.

New College had also hired Claude Schuler to be the "clerk of the works" for the project. He was a very lucky selection for he had retired from General Electric where he had the same job in building a number of their big buildings including a very tall building in New York. Mr. Pei had approved him; so I.M. Pei was satisfied with our arrangement and it would mean fewer trips from New York for his staff, trips for which the college had to pay.

When the land where the dormitories would be built was first checked for compactness they found an area that had clay that was not suitable to build on, and they had to shift the location of the whole complex, which fortunately, they were able to do. Off we went on the first phase of the Pei campus. We worked on the specifications cutting out all that we could, and got a contract price with what we thought we could live. I was working on College Hall to renovate it, working on the contract for the metal science building, did some work on the house in the Uplands for the science department and faculty, and worked on the caretaker's house for the social science department and faculty offices. Then we had the classrooms as I mentioned in the Ringling house and we decided some of the classes could be held outside under the trees if the weather permitted. So construction moved along, but there was no way that the construction of the dormitories was going to be ready by September for the incoming students. It was

a desperate situation. Should all attempts be made to open on time and find housing for the students with local families? After much discussion one of the trustees, Mr. Nadelman, offered his hotel, The Landmark, over on Lido Key for the fall months. The students could live there until Christmas time. They would have to get out then because all his winter business was committed for the people from the North who came down for the winter. That seemed to solve the dilemma of where the students were going to live when and if they arrived in September 1964. Mr. Nadelman took out the bar and put in a soda fountain downstairs where the students gathered. I sent Al Minter and his gang up to Stark, to the government surplus storage facility to pick up more necessary items that could be used. The first term we had Kenny Misemer, one of the students already accepted, who is now Chairman of the Board of Trustees, to come early and work around the campus. One of his jobs was driving the school bus which we had picked up from government surplus when the term started. I found a caterer, named Warren Berliner, who ran a meat market and other businesses further south in Gulfgate in Sarasota and he agreed to cater the lunches. The students would have breakfast and dinner over at the Landmark on Lido Key and a catered lunch, more or less a boxed lunch, over on the campus.

A couple in town, the Pasters, who had run a gift shop in the lobby of the Landmark, agreed to set up and run a book store for student text books and other reading matter. They ordered and had available the necessary books the students

would have to have for their courses. They had a son, Sol, who was in law school and a daughter, Paula, who helped them with the bookstore. When the students moved out of the Landmark, the hotel where they stayed that first semester, the Pasters took over the Bon Seignor pump house and storage building on the West Campus for the bookstore which moved with the students out of the Landmark in December.

The historic day for the arrival of the first students finally came. They arrived with their parents and when they saw the setup they weren't too disappointed. The housing accommodations were a luxury hotel on Lido beach. The men were assigned rooms on the first 3 floors, the chaperones, Rev. Pearson Harris and his wife, Dr. Ella Harris, on the forth floor, and the women on the top 3 floors. A hundred students had been approved for the first class. One student who had not been accepted who lived in Oregon hitchhiked back to Sarasota. He desperately wanted to be part of this new educational experiment. He arrived on opening day so he became part of the class, and so there were now 101 students. Unfortunately for this young man, on his way back for his second year he was killed in a car accident and did not complete his course. His name was Ted Held, and a plaque was installed in the library as a memorial.

On August 20, 1964 I circulated a memo announcing that Mr. Pei would visit the campus 24-25 of August.* He would discuss the program for the West Campus

*See Appendix 6.

and the schedule. He proposed to prepare the site plan, complete working drawings of some science laboratories and one dormitory by September 1966. The campus plan for the present would not include the Horton or Sanford properties or the 30 acres of filled land in the bay.

For the East Campus he expected to complete working drawings and to go out for bids by 1 December 1964, award a contract by 15 January 1965 and complete phase II—the dining facilities by 15 August 1965. Thus there would be dining facilities in time for entry of the 2nd class and then turn College Hall over to the library. On August 31, 1964, Dr. Baughman wrote to Mr. Pei reiterating what was decided during Mr. Pei's visit! The primary purpose of the East Campus would be for an outstanding continuing education center; therefore, phase II ½ could be cut back to a total of 7,000 square feet that would be eventually shops, sundries and maybe a bookstore. Pei would indicate a location for swimming pool, tennis courts, and athletic facilities. The West or Palmer Campus would eventually contain all undergraduate buildings including dormitories and dining.

For the West Campus Mr. Pei would provide a proposal based on hourly cost and for buildings for a fee of 7%. The college would then authorize \$5-7 million worth of additional new buildings.

Dr. Baughman wrote to Mr. Pei on October 15, 1964 that the faculty had completed their requirements for space for the facilities on the West Campus for the complete college location. Later in the month George Baughman delivered the

faculty study to Mr. Pei's office and while there he was assured that they were working on a schedule to have complete dining on the East Campus by September 1965 and all housing built on the West Campus by September 1966.

On 16 November 1964 representatives from Mr. Pei's office were on campus to discuss the furnishings for phase I-dormitories on the East Campus and the furniture was ordered. I had a friend that I had met who owned a large warehouse on Rt 301 fairly close by, and he permitted us to store all the furniture there and uncrate it there and move it into the rooms as they were completed. He was given credit for a monetary contribution to the college for an amount equal to the going rate scale for storerooms.

Classes didn't start until September 21, so that first week was orientation week. There were parties, entertainment, sightseeing and other events. One of which was a swimming party and cookout at White Sands Cabanas. Dr. Wilson, the acting librarian, Jane Bancroft Steele Cook, and I all owned cabanas at White Sands on Siesta Beach, Siesta Key. We opened up our cabanas for the students to swim and sun and then have a hamburger cookout which was put on by the very talented caretaker. This was on the program of orientation for at least the first three classes.

Things seemed to be quite satisfactory over at Lido and the bus would make four or more trips a day—two in the morning to bring the students over for their classes and two in the evening to bring them back to the hotel on Lido Key. Every Friday night the students would be dressed appropriately with coats and ties for the

evening meal, and people from the community were invited over to sit with the students and talk with them. Sometimes a prominent person would come out to talk to the students at dinner. Arnold Toynbee, the noted British author who wrote History of the World, was always in attendance. He also spent a great deal of time with students on campus, as well as giving lectures at the Aslo Theatre for local citizens.

One of my jobs in remodeling the Ringling house had been to assign the incoming professors to office space. In Mrs. Ringling's bedroom there was a very large walk-in clothes closet. I thought that would be a nice office for Doug Berggren. He went to George Baughman after I assigned that space to him and said that he wanted a room with a window in it. I told George that I had served 30 years in the Navy and did not have a room with a porthole until I became a captain after 20 years of service. Anyhow, I ended up giving him a room in the servant's quarters of the Ringling House where most of the faculty in humanities had their offices.

In the fall and winter of 1964-65 Dr. Fred Licht, art historian and professor of fine arts at New College set up the first Fine Arts Institute. Syd Soloman who was on the staff at New College gathered together an outstanding faculty of instructors. They included Syd Solomon, James Brooks, Conrad Marca-Relli and Balcomb Greene. An old loft was rented downtown and 55 students comprised the first class some of whom were New College students. At the end of the session each student

donated one painting selected by the faculty for use in the future in enhancing the campus with original art work. The selection was on display at the Ringling Museum of Art the following spring April 4-18.

At the time the curator of the museum, Dr. Parks said, "The student work is vivid indeed and provided an accurate reflection of the value of students' teaching. To my knowledge the college experiment (if this is the proper word) is in all ways unique in Florida and possibly in the South. I applaud it and hope very much that in other years we shall see the college succeed in this area in so constructive a way."

Well, things hummed along and by the time Christmas was nearing we realized the Pei dormitories were not going to be finished by January 1. We had no place to put the students when they came back from their Christmas vacation because Mr. Nadelman needed his hotel back for the winter season, and things looked pretty desperate. What do we do now? We started to ask families in town to take one or two students for the month or two it would take to finish the dormitories. That didn't go over too well. The college considered giving them a long vacation period off in addition to the Christmas vacation, but that did not turn out to be a good solution.

I had a close ex-submarine friend, Adm. Herman Kossler, Commandant of the 6th Naval District in Charleston, S.C. whom I called to see if he had a barge we could borrow. Navy repair facilities had barges that ships' crews of 100 could be

moved off a submarine when the submarine needed to be repaired. It had cooking, dining and sleeping space. I had hoped one could be brought around Key West from Charleston, S.C. and secured at the West Campus waterfront, but this scheme fell through.

We finally decided to put the men up in the barn. We would convert the second floor of the barn into sort of a big bunkroom. Our scavengers went to Stark once again and obtained double deck cots and new mattresses (not the luxury type that the students had in the fall or like the ones that they would have in the Pei dormitories) to bring down for the male students to sleep on. We ran pipes along both sides so that students could hang their clothes next to their bunks. I got Walter Mills from Gulf Coast Construction, the firm that converted the Charles Ringling house, to add a few showers and commodes in a washroom built onto the downstairs part of the barn. That is where the men stayed after they came back from Christmas vacation. Incidentally, that was the coldest winter I have witnessed in Sarasota, and the barn was not heated. Also, the cots were on the second floor and the bathrooms were on the ground floor.

As for the women, we would put them in the new quickly built metal Selby Science Laboratory on the West Campus that was just being completed. We decided we would rent furniture in town and make that the girl's dormitory until we could start moving them into the Pei building across the street. Rev. Pearson Harris and Dr. Ella Harris, who had been the chaperones over in the Nadleman hotel,

would be the chaperones for the girl's dormitory. We rented a trailer where they could live. The trailer was put alongside the science building. A few of the students did stay with families in town.

The capacity of the Ringling kitchen had to be increased because in the fall with the students on Lido for breakfast and dinner, Mr Berliner had to only provide a light lunch on campus. We enlarged the kitchen and added steam tables for the preparation of food and keeping it warm. The scavengers returned to Stark, and Al Minter found steam tables that were installed in the kitchen of College Hall, and much other kitchen equipment including plates and silverware. My Christmas card from my secretary that December 1964 sums up the tempo in my office quoted below:

Oh Captain, My Captain –
Our “madness” time has begun,
Order drapes, carpet and tile –
Did we leave out some?

The students are here, we're in arrear,
Everyone seems to be shouting.

Oh Knowles, Knowles, Knowles,
Is there anything you can do
To help us in this trying time?
What about our debut!

Oh Captain, My Captain –
My “boss”, Captain Ralph E. Styles –
'will come, -- our day of glory and pride,
A day of beaming smiles –

For you, bouquets and master keys.
For you, no more mad rushes.

But, Oh Joy, Joy, Joy,
West Campus and dining is next.
But you, I know, can master all –
What a great complex!

(Borrowed and revised from Walt Whitman)

The students were granted an extra week of Christmas vacation for more time to get their accommodations ready on campus. They came back after Christmas and moved into their new quarters. As the Pei dormitories were completed the students would start to move in. It wasn't too long before we had all the students in the Pei building on the East Campus. On 8 March 1965 the first 12 rooms were ready in building A for men, and 24 students were chosen by lot to move out of the barn, and as each five rooms were completed and finished, a drawing was held to decide which ten students would move in. Students moved into the last nine rooms in the men's court A on 5 April 1965, and the master apartment was ready by 9 April. By 13 April 1965 the remainder of the 94 students were all in the Pei dormitories on the East Campus. These students had shown extraordinary patience and fortitude during this uncertainty of where they were to live and where they were to eat having spent seven months of their first year in temporary dormitories. Meanwhile we were working on the final element of the Pei dormitory buildings, which would provide for a total of 278 students, plus a faculty suite in each of the three courts.

On 5 February 1965 the first school newspaper appeared on campus. It consisted of 5 zerox pages. The staff consisted of Laura Rawson, Tom Todd, Glenda Cimino, Linda Bemus, and Chuck Hamilton. It eventually was named *The Catalyst*. This first issue contained an interview with Dr. Toynbee, an interview with Robert S. Long, the newest member of the faculty, Bob Van Skike, the youngest member of the Board of Trustees, an interview with me saying the furniture for the dormitories had arrived and was in storage. The week's calendar was included and a notation that the school had a new nurse, Mrs. Walter Sonnenberg, the wife of the New College Dean of Administration had come aboard in June 1964. Her office was the trailer next to the science laboratory. She had been a Navy nurse after WWII. The Rev. Pearson Harris had received a call to a church and Dr. Ella Harris, his wife, willingly departed with him. The students were mostly moved to the Pei dormitories where a faculty member was in residence as chaperone. If a sickness came up that needed a doctor, Mrs. Sonnenberg would handle the appointment.

The new year had barely started when on 21 January 1965 a letter was sent to the Chairman of the Board of Trustees, Mr. LaMotte, from Dean Gustad that the faculty had no confidence in President Baughman. It was signed by all but 3 of the faculty: Borden, Berggren and Curry. The board took immediate action and called an emergency meeting of the Executive Board on 22 January 1965 and placed Gustad on extended leave of absence while his termination could be worked out.

I.M. Pei was down visiting the campus on 5-9 March 1965 and several important meetings were held with the students, the faculty, Architectural Committee and a joint meeting of the Architectural Committee, the Land Use Committee, and the Building and Grounds Committee of the Board of Trustees. Mr. Pei told the faculty that their submission for faculty planning which Mr. Baughman had delivered in New York in December was about 75% complete and he would need more detailed breakdown of the need. This planning study had been made on the basis of an eventual 800 students.

At the board meeting it was decided that the design of the academic buildings for the West Campus should meet the concept of integration of the disciplines and not primarily for fund raising. The ultimate purpose of the Charles Ringling home was not resolved, nor the acquisition of the Sanford and Horton properties. Also test boring for building or filling in the Bay should be held up until a decision on the above was made, therefore, they would postpone or hold-up the master planning for the West Campus.

These decisions were incorporated in a letter of March 10, 1965 from George Baughman to I.M. Pei. Here Mr. Pei had been hired by New College to design and build a campus 18 months ago and the basic campus and source of funds had not been determined. Meanwhile Pei's selection by the Kennedy Committee had firmly established him as an architect to be considered, and the John Hancock Building in

Boston and the Mellon addition to the National Art Gallery in Washington secured his position nationally as an outstanding architect.

The trustees had been looking for a new dean for the college, and it was urgent to have someone there to get a faculty together for the second year because the student body would probably double and a number of the faculty who had sided with Dean Gustad were resigning. Even some of the students had left and gone elsewhere. Nell Eurich, a member of the Board of Trustees volunteered to step in temporarily and do the job. How very fortunate for the survival of the college. She arrived on 2 April 1965, and on the day of her arrival, George Baughman had cut flowers in a vase on her desk and had invited her to lunch at the Field Club, but she declined the invitation explaining to him that she would be far too busy.

The airport lease for 12 additional acres adjoining the East Campus went through. We had held up on this pending the possibility of getting the Crosley Estate. We now had additional space for storage, offices, classrooms, and other purposes in some of the old quonset huts that had been left over from WWII. One whole quonset hut was taken by building and grounds department for offices, storage of equipment and meeting area. Building and grounds now had lots of room. The quonset huts provided space for a small gymnasium for weight lifting, wrestling mat, and aerobic exercise area. There was a pottery shop with kiln and other arts and craft labs. Also, Mr. Pei approved the location of the swimming pool, the tennis courts and the baseball and soccer fields on the East Campus.

George Baughman resigned as president of New College and suggested that the New College Foundation be established. At the 13 May 1965 meeting the Board of Trustees established the New College Foundation, and George Baughman to be the first president for at least one year to finish out his contract. George wrote out his concept of the responsibilities and duties of the New College Foundation.* These concepts actually included some of the functions of the president of the college, and some of the functions that were assigned to me. These concepts were never really accepted.

In May 1965, George Baughman moved on from president of the college to be the first president of the New College Foundation that had just been organized for him to continue the remaining year of his contract with the college in strictly a fund raising capacity. A suite was found off campus on Palm Avenue. It was quickly redecorated—all new furniture, carpet, office equipment, a small staff was hired and Baughman moved in, but he still remained in the president's house on Lido Shores; however, he didn't take Nellie Burmaster with him, the aide he had brought to New College from New York University.

The first announcement he made was that he had convinced Mrs. Charles Hamilton to change her pledge of \$500,000 to be used for the remainder of Mr. Pei's plan for the East Campus rather than a science facility. This provided the funds which were needed to proceed with the work of constructing space on East

*See Appendix 7.

Campus for dining facilities, classes, and student activities. This would be Phase II and II ½ of Pei's plan. Most of the funds could be borrowed from the government on favorable terms and repaid on the portion that was income producing from the income generated from these facilities. For the classrooms and small auditorium the financing would be partially government grant, partially government loan and a portion college funds.

So Mr. Pei was directed to proceed immediately with the detailed plans for the remainder of the East campus. This was so that we could take bids and get construction started. At the August 24-25, 1964 meeting with Mr. Pei he had scheduled for Phase II to be completed 15 August 1965 and we assured him that was a most important date* The dining facilities of Hamilton Center would be desperately needed for the class entering in 1966. As it was we would have to provide dining for twice those now eating in College Hall when the 1965 entering class arrived. It was at this time that we called the architect, Tim Siebert, to draw plans to close in the terrace in College Hall for extra space for dining. As mentioned earlier, Tim Siebert had designed the old Field estate into the now lovely Field Club. His father had done the structural studies for the use of the 2nd floor of College Hall as library stacks.

There was a young Architect just starting in Sarasota, Carl Abbott, who was a bachelor and worked for Bert Brosmith who had been involved in Phase I on site

*See Appendix 6, paragraph 3.

supervision. Mr Pei agreed that Abbott could come to New York during the summer and fall of 1965 to work on the detailed plans for phase II and II ½ with Mr. Pei's Sheldon Peed and when construction would begin he would serve as the architect in residence. We had found this less expensive and more effective with the dormitory buildings using a local architect in residence rather than having an architect from Mr. Pei's office who made frequent trips from New York with an expense account.

The furniture for the dormitories was repetitive, of course, the same furniture for each dormitory room but there was a variation in colors of drapes and upholstering. It was picked out by someone from Mr. Pei's office. Also, Mr. Pei's staff developed the logo for New College. It is supposed to be patterned after an ancient Egyptian symbol. The bill for doing that was something like 10 thousand dollars. At the time I met the guy who designed the logo. Interestingly enough he had gone to this little college in Black Mountain, North Carolina founded during the late 30's when Hitler was kicking the Jewish professors out of Germany. A group of very well educated Jewish professors came to Black Mountain and with the help of the community of Black Mountain started a college somewhat similar to New College in educational concept. Asheville, the town where I was born and grew up is a very short distance from Black Mountain. Anyhow, the emblem was almost exactly like one that the Navajo Indians have for their good luck charm emblem.

When the dormitory was finished, Mr. Pei came down for the formal opening and sort of a dedication. We had Mr. Reasoner's of Reasoner Nursery up in Bradenton provide the landscaping material, but Mr. Pei was very much into it and pretty much supervised the whole project.

In the palm court connecting the three dormitory units, Mr. Pei insisted on having royal palm trees put there. We had to get those from down around the Naples area because normally the royal palms are not too hardy if you get them north of Fort Myers. The palms being in between the three buildings seemed to be quite healthy. In the first few years we only had to replace one or two. Their more or less enclosed location and heat from the surrounding buildings helped them survive the cold winters.

Paul Wolf's first summer Music Festival was held on campus July 11-18, 1965 with major concerts on campus and downtown. It was a great success and a credit to New College and to Paul Wolfe who was an adjunct professor of music at the college. A number of our college students and many town people took advantage of the music lessons offered from outstanding people.

The issue of *The Catalyst* of 2 July 1965 had a very large headline "No Pets" says Capt. Styles. In response to the article, letters to the editor followed to the effect that there were no laboratories for zoology, so students had to improvise. The pets were their best friends and others like Ray Enslow summarized the entire situation with "Beastly."

Also another student was heard to say, "What's this about no petting in the dormitories?" In the end the administration prevailed.

On 2 August 1965 a special meeting of the executive committee was held at the Palmer Bank. Present were Messer Dallas Dort, George Higgins, George Baughman, Emmett Addey, Benton Powell, Dr. Sugg, and Ms. Eurich. I was present by request. The meeting was called to review the possibilities of obtaining a residence for Dr. Elmendorf, the second president of the college. They wanted a house near the college. Phil Hiss had earlier told the president that he had donated the Westway house on the assurance that it would be the president's house. No one remembered such a commitment. The Hiss house was considered for temporary use, but the cost of necessary repairs and the need to give Mr. Baughman time to find other quarters negated that. George Higgins, Emmett Addy and I were directed to put the Hiss house on the market at a reasonable price and shown only by arrangements through me. I was also told to try to swap the house or find one to purchase nearer the college for the Elmendorfs.

Then John Elmendorf arrived and was installed as president on 1 September 1965. Walter Sonnenberg, who had been Dean of Administration for the last 15 months left to work in Washington, D.C. While he had been with the college he had hired Charlie Harra from the Ringling Museum where he was the business manager. Charlie now became the business manager of New College with the departure of Sonnenberg. The Dean of Administration billet no longer existed.

Then on 15 September 1965 Nellie Burmaster who had been Baughman's right hand support resigned. On 15 October 1965 Paul Davis from Brown University where he had worked with Dr. Elmendorf joined the staff as vice-president.

Nellie Burmaster and George had worked very closely from the beginning, but as the staff grew they were slow to relinquish their control. But now with both gone and with John Elmendorf as president, who had no problem delegating authority, my job as director of planning, management of all real estate, construction, liaison with architect and supervisor of building and grounds became much easier. Now my job and responsibilities were defined in writing. I was given a yearly contract at a salary over twice what I had been getting, and was included in the retirement plan and health insurance plan for college employees. President Elmendorf also established the College Administrative Committee composed of Norwine, Davis, Keys, Arthur, Harra, and Styles which met biweekly to coordinate all administrative activities.

The second charter class arrived on 21 September 1965. The Pei housing on the East Campus was complete so housing was not a problem. There were 93 new students added to 80 returning. Unfortunately all students had to take their meals in College Hall on the West Campus. That second year with 173 students we had to have more space for them to dine, and we still fed them from a cafeteria line that came through the kitchen of College Hall. We were enclosing the area between the two wings of the Charles Ringling house where additional dining space was

provided, and a door from the dining room so that students could spread out and have plenty of room to eat their meal. The job of closing in the west patio for additional dining was not complete, however, until October 22, 1965 so dining was crowded for a month. The job had been done with 1/3 government grant money because this area would become part of the library when Hamilton Center was complete and dining would be on the East Campus. Warren Berliner, the caterer would always serve coffee with donuts for a mid morning break because a number of students didn't wish to get up and come over from the East Campus for a full breakfast.

On September 26, 1965 Phase I—the dormitories on the East Campus were formerly dedicated. Sir William Hayter, the warden of New College, Oxford, England came for the dedication as well as I.M. Pei. Pei spoke and was an inspiration to both faculty and students. He was most complimentary to Sheldon Peed, the designing architect.

The fall of 1965 seemed to go smoother. There was a better relationship between the president and faculty, the students had very good accommodations for living; and although Hamilton Center was not ready, dining was not too bad after the west patio of College Hall was enclosed. Some of the students did volunteer teaching at Booker School, and Syd Solomon put on the second Fine Arts Institute. Sally Lucke became the curator of the college art, and she had a friend who had purchased the old Ringling Hotel in downtown Sarasota who was planning to

convert it into senior citizen apartments. She persuaded him to let the top floor be used for the New College Fine Arts Institute the winter of 1965-1966. It was a wonderful location, great light and a perfect studio. Syd Solomon had assembled another outstanding faculty that included Afro, Larry Rivers, Philip Guston, Conrad Marca-Relli, Syd and James Brooks. That winter the Director of the Ringling Museum had a show, February 28-April 17, 1966. Each artist picked 3 of his own paintings for the show. Each artist's work had received accolades in the news.

They were described, "As an important group that had shown in the country and abroad. The foresight of the trustees of New College had resulted in the formation of a Fine Arts Institute which is unique in American art education."

Marion Hoppin an adjunct professor at the college who lived out on Lido gave the college money for a beautiful Olympic size swimming pool that we built over on the East Campus. This swimming pool was dedicated on 14 November 1965 at which time the acting athletic director, Peter Odell, was summarily tossed in. The college had also been given money for tennis courts. We decided to get the company who built the tennis courts for the Field Club to put in the tennis courts for the college, and they did. However, about 6 weeks after they had finished the courts we began having problems with nut grass growing underneath the courts and sprouting up in the middle of the courts. Wayne Hibbs of the local Farm and Garden Nursery came out and poisoned underneath the tennis courts, and this killed the nutgrass. The people from Philadelphia who had put in the tennis courts had

not poisoned beneath the tennis court before installing the courts. They weren't familiar with this nutgrass that we have in Florida. They came and resurfaced the tennis courts, and that solved that problem.

The November 5th 1965 issue of *The Catalyst* had a new look. Guy Paschal, newspaper columnist, loaned the paper a special typewriter so that the newspaper could switch to offset printing.

He said that they could keep it until, "You guys get rich," so now the paper was printed by the Sarasota Herald Tribune. The staff that year had increased and included Charles Raeburn and Tom Todd, editors; Edna Walker, business manager; advertising, Jerry Neugarten; Betsy Ash, production manager; Moira Cosgrove, circulation; Elizabeth Caldwell, Rita Christensen Cartoonists; Bruce Guild, Ted Shoemaker, photographers along with 12 staff writers.

Mr. Pei came down on 4 November 1965 to meet with the full Architectural Committee. This was also the annual meeting of the trustees. He showed his complete plans for phase II and II 1/2. He said with the completion of these phases the project could stand alone, and phase III could wait. Phase III was to be a small auditorium located where the Sudakoff Building is now on the East Campus. He said that he did not propose to have an architect in residence, but would send someone from time to time. Of course Carl Abbott who had worked on the plans in Pei's office was here; although with Claude Schulter supervising there wasn't a necessity to use Carl. Also we had frequent inspection visits from the offices that

had made grants and loans. We also had D.E. Koch, an engineer who made slump tests on every load of concrete to insure consistency in the architectural concrete. Mr. Pei felt that he would have the completed plans and specifications in time to put out for bids by December 1965 if we could get early approval for the release of funds from HUD. I hand carried the completed plans to the Atlanta regional office of HUD. The plans received early tentative approval for the release of funds. Mr. Pei got the plans for Hamilton Center and the classrooms down in December 1965 and they were immediately put out for bids, which were opened January 11, 1966. This was exactly one year later than the schedule proposed in August 1964 by Mr. Pei. (See Appendix 6.) Although the bids were about 10% higher than Mr. Pei estimated, (\$818,734 for Phase II and \$330,880 for Phase II ½) the dining facility was urgently needed by September, so a contract was awarded to Settacasi and Chillura on January 14, and on 18 January 1966 a ground breaking ceremony was held. Settacasi and Chillura had a fine reputation in Tampa. They had never been late on a project in 39 years in business. However, they went into bankruptcy near the completion of our project. I'll say more about that later on, but this project broke their fine record. Present at the groundbreaking were George Higgins, trustee, John Elmendorf, Douglas Berggren, faculty, Frank Settacasi, contractor, Charles Hamilton, charter class student and grandson of Marjorie Hamilton who turned the first shovelful of dirt.

Hester
Heather
Mrs. Edith

Ringling Sanford passed away and at the 10 December 1965 meeting of the Executive Committee they authorized the president to negotiate for the Sanford house at a price not to exceed \$65,000. At this meeting, the terms of agreement to purchase the Ring Plaza Motel located directly across the trail from the entrance to the Ringling Museum was authorized. The following is quoted from Attachment A to the minutes of that meeting:

The following arrangement for acquisition of the Ring-Plaza Motel by New College was developed by Captain Styles, on behalf of the College, and by Mr. Heritage and by Mr. Hegener, on behalf of the Heritage Realty Company, representing Mr. Mann, owner of the Ring-Plaza:

New College agrees to purchase the Ring-Plaza Motel for \$95,000, of which \$45,000 is covered by the conveyance to Mr. Mann of the Shaw's Point property owned by the College.

The remaining \$50,000 will be a mortgage at 5 ½ percent interest. Mr. Mann will hold the mortgage and forgive \$10,000 in 1966. The remaining \$40,000 will be payable at the end of ten years or in the intervening period, if desired. Interest will be paid at the rate of \$550 a quarter. The Heritage Company will take a College-owned lot on Siesta Key as its commission for the Shaw's Point property.

NOTE; Subsequent to Executive Committee approval of the above Proposal, the College, on December 11, 1965, officially accepted the Proposal.

The motel had 14 suites and a large office and lobby. It would provide immediate space for the business and planning offices, an infirmary, an office for *The Catalyst*, the student newspaper, and possibly other offices or classrooms. Also the large office and lobby would be terrific for the bookstore. Paula's husband who was an architect quickly drew plans for a conversion and the

bookstore moved from the Bon Seigneur pump house to the motel where it had an excellent location and space. It was there for several years to come.

My status report for the trustees meeting on 4 February 1966* best sums up the overall planning status at this point. Settacasi and Chillura were progressing well and seemed to be a little ahead of schedule. We desperately needed Hamilton Center by fall for a place to feed the student body. Already health authorities were keeping a close check on the operation in College Hall and making numerous suggestions with which we were most careful to comply.

Already there was considerable interest in the Pei buildings. On February 22, 1966 Carl Abbott showed a group of 40 architects who were attending a national convention in Tampa around to view Pei's contemporary architecture; and the students on their own had in March invited Sarasota and Bradenton to an open house. It was very successful for over 3,000 attended. The request for a government loan of \$182,000 was approved for phase II and II ½ of East Campus and a government grant of \$125,000 for the renovation of College Hall that had been done earlier, and the purchase and renovation of the Sanford House was also approved. By shifting to an all-electric kitchen for Hamilton Center, we would save over \$13,000. A contract was signed for the addition to the science building, which had been used as the girl's dormitory in early 1965, to be ready by fall of 1966 for the school fall opening.

*See Appendix 8.

During the first quarter of 1966 121 visitors were brought to the campus and stayed in the extra rooms in the Pei complex. These were guests for whom the college would otherwise have had to obtain accommodations in town--prospective students, prospective faculty, visiting lecturers, architects etc. Actually we had to honor a number of reservations in the Ring Plaza Motel that we took over at the end of December 1965. These reservations had been guaranteed by the previous owner; but we charged the guests the going rate for a motel room.

A great many functions which were performed in phase I by the associate architect in residence were now being performed by the college; however the operation seemed to be running smoothly. In fact Mr Peed and the structural engineer from Pei's office were on the site for 2 days the last week of March 1966 and were well satisfied with the quality of construction, the supervision and progress. Mr Pei had reached the limit of travel allowance that was established and agreed to for the East Campus, but no issue of this had been made.

The landscaping allowance for all of phase I was \$780, but Mr. Pei overspent that by \$2,000 for building A alone. The landscaping for courts B and C was being planned by Lane Marshall and would be sent to Mr. Pei for approval and then put out for bid for the materials and work so that it would comply with the restrictions of the government loan funds.

On February 21, 1966 Dr. Elmendorf received a letter from George Baughman, Chairman of the New Foundation Board of trustees saying that he was resigning as

president of the foundation on 31 August 1966 (see attached letter)*. He stated that starting March 1, he would be in Washington for his two weeks of active reserve duty again on a very important assignment. After which he had an invitation from the Queen of England where he would be for a period. After that they would travel for weeks on the continent during his first vacation in 5 years. In essence he was terminating his association with New College after eight months as president of the New College Foundation.

There had been confusion because George Baughman had been President of the College for some years, then moved over to the President of the New College Foundation remaining in the college president's residence; and the New College President, John Elmendorf, arrived and it was sometime before we were able to find a place for his family. The Baughmans were building a new house on Bird Key, and by the time this house was completed and the Baughmans moved out of the president of the college residence, the college had purchased the Van Wezel estate for the Elmendorfs. We ended by selling the president's house that had come from Phil Hiss.

To comment on phase II and II ½ Hamilton Center I would like to give a quick review. (See Appendix for details.)** We had hoped and desperately needed to have the dining facilities ready when the 3rd class arrived in September 1966.

*See Appendix 9.

**See Appendix 10.

The contract completion date was a month later in October, but it was 28 April 1967 before the first meal was served there.

For awhile the contractor seemed to be slightly ahead of schedule; but with strikes, a hurricane that came along with heavy rains that delayed the project, and stringent requirements of the architect's specifications the contractors finally went bankrupt on the job. The bonding company had to provide another contractor to finish it. Of course we could have taken over and completed the project ourselves with a contractor we selected, then when finished, sue the bonding company for whatever extra costs were accumulated. That would have meant that we would have had to put out money that we didn't have. We therefore let the bonding company provide the contractor who was Graham. This change of contractors required a loss of time, and then apparently Graham did not have the best relationships with the labor unions. There was a period of time when the job was picketed and union people would not come on the job for almost a month. Finally the job was completed. The project was 190 days late which committed the bonding company \$150 a day for each day late. We also withheld \$100,000, 10 percent of every payment, so we had money that we owed and after two years of court battles it was finally settled in 1969.

During this time other things were happening on the campus. In March of 1966 Mr. Louis LaMotte, due to health reasons had to resign as Chairman of the Board. He had performed a wonderful service to the college during the time that he had

been acting chairman after Phil Hiss had resigned. Dallas Dort was elected as the new Chairman of the Board and continued to serve in that capacity for quite a long time.

The entering class that came in September 1966 made it very crowded in College Hall during meal times where the students were being fed. We were having more problems with the city health department who inspected frequently. Mr. Estep had relieved Warren Berliner as the caterer for the college and he represented a well-established company to provide meals.

I had inspected the Sanford house several times during the negotiations to purchase it. Mrs. Sanford was pretty much bedridden and her bedroom, which later became Professor Bob Knox's office and later Lazlo Deme, had plaster dropping from the ceiling so badly that they had a canvas drop cloth or sheet attached to the ceiling to catch the bits of falling plaster so that they wouldn't come down on Mrs. Sanford. Several places in the walls where water pipes ran to the second floor had been torn out to repair the old plumbing lines. The wall had been torn out to get to the pipes and had not been replaced, but the open hole had been covered with wallpaper which was less expensive than repairing. Very few of the windows could be opened. There was much work to be done to the house, but they still rejected our offer of \$65,000. Finally in November 1966 after Mrs. Sanford's death, we got the heirs to agree to a price of \$80,000 that the trustees approved.

We wanted to purchase and repair the Sanford house with government support which meant we had to have very detailed plans and put them out for bids. Two friends who were architects in town, Kannenberg and Hanabuth, agreed to do the detailed specifications and architectural work as a guidance to whoever remodeled the house and the college would pay them for their work after the college got the money from the government. I had played occasional golf with Werner Kannenberg. Also, J. W. Harvey, a contractor in town got the bid to do the tremendous remodeling job. He put it back into beautiful shape.

To again outline what we had done, when the plans were complete we submitted them for government loans and grants. In the deal we gave up government funds that had been allocated to convert the old swimming pool in front of the Charles Ringling house into a classroom, and we asked for funds to replace those used in making the Charles Ringling house into a library and enlarging the library. The space was being used for dining since we enclosed the west patio for extra dining space. For now the enclosed patio and dining room were going to be used for the dining area until the students would be moving to Hamilton Center for meals. Also the funds were provided from the government for the purchase of the Sanford house and converting it into offices and classrooms. This was a juggling act that could be a headliner in the Ringling Brothers circus. After Mrs. Sanford died, the heirs had already given the fine arts department of the college permission to use the house for a studio for the third winter of Syd

Solomon's Fine Arts Institute and an art show featuring works of the visiting art instructors was held there before the school started. It wasn't until 24 January 1967 that the title was actually passed to New College.

In October 1967, renovation of the Sanford house was completed, but we did not have \$50,000 of the \$75,000 needed to close out the contract. It had to be borrowed. Rosemary Bowden, an interior decorator on St. Armand's Key, did the whole interior decorating and furnishing at cost as a donation to New College. She was a continuing supporter of the college. Dr. Elmendorf and Vice-President Davis with their staffs moved their offices to the Sanford House and I had my office there for a while and additional office space and classrooms were there.

The first indication that the college had that Mr. Pei would not continue on the New College campus to its conclusion came after Mr. Pei had visited the college in December 1965. This was a year after the announcement that he had been selected to do the Kennedy Memorial and almost a year and a half after he had known.

On the front page of the student newspaper, *The Catalyst*, December 17, 1965, it was announced, "Berggren reports Pei disappointed." The article stated that Berggren, who was on the faculty Architectural Committee, had talked with I.M. Pei on his last visit, and got the impression that Mr. Pei was disappointed with the lack of student reaction to the dormitories. "He had only received one letter of praise," quoting Berggren, "The first time Pei came to Florida he was impressed with the forces of nature—the ocean and the profuse growth of trees and plants

...threatening to envelope man's weaker structures. He made the dorms strong, a stark but beautiful structure that stands out dramatically from the surrounding terrain. The palms on the Central Court symbolized man's subjugation of natural forces."

Berggren further stated that buildings were very important when a college is beginning and trying to establish a kind of atmosphere that would attract high caliber students and faculty. Berggren said that Pei probably was the greatest living architect and it would be a shame to lose him.

The Catalyst had an editorial in the same issue that stated that if Pei was considering abandoning the project for this reason he was making a big mistake because the students enthusiastically appreciated the dorms. Townspeople and tourists have complimented them, but complimentary letters are rarely given. Perhaps the very fact that they are so architecturally dramatic causes the students sometimes to mess them up.

One newspaper in town "sniffed" out the story causing a New College spokesman to tell the reporter that the report that Pei might leave was exaggerated.

As long as Mr. Pei was architect he had never made a master plan. He had made up a preliminary "basic academics relationship" chart for the West Campus. * He had discussed with the faculty and the Architectural Committee his ideas for the West Campus. His vision included the promenade along the waterfront, filling in

*See Appendix 11.

30 acres of the submerged land in the bay in front of the college, the removal of the Charles Ringling house and the use of the Bon Seigneur house as the construction offices after which it would be removed. In cooperation with the faculty and the administration, I had made up a document of space requirements for planning in November 1964 that was delivered to the Pei office by Dr Baughman. This showed the facilities that would be needed each year as the student body and staff grew.

During the year 1966, Mr. Pei was on campus several times in meetings with the Faculty Architectural Committee and also the committee from the board headed by Dave Lindsay, and discussed his ideas; but in defense of Mr. Pei there were points that would have to be resolved so that he would know just what would constitute the campus. These were:

- (a) Can we fill in 30 acres in front of the Uplands?
- (b) Would we have the Horton (Crosley) estate, the Hester Ringling Sanford house, and the Caples estate?
- (c) Could the Charles Ringling House (College Hall) be torn down?

Mr. Pei was unable to get a decision about filling in the bay, the Horton property or the removal of College Hall.

The president was informed in December 1966 by Mr. Pei that he was too busy to undertake any new work for over a year. He would see the completion of Phase II and Phase II ½ that he felt could stand alone without Phase III, an auditorium. He urged the president to find a Florida architect to become the

college architect and recommended Mr. Hamilton of Tampa. We immediately started looking for another architect. We checked out his suggestion of Mr. Hamilton and also some architects in Sarasota, but felt that their offices were not adequate to do the campus planning that we needed. I knew that Ed Grafton of Pancoast, Ferendino and Grafton of Miami was a friend of George Baughman. He had sent over several architectural ideas to George that I had seen. In fact he had written George in 1961 (See Appendix 2) suggesting the procedure for selecting an architect that New College followed in selecting Pei.

I had gone over to Coral Gables to look at their offices and some of their work. The attachment* shows my report. They had done considerable work on colleges statewide.

Then on February 22, 1967, Mr. Pei spent the day on campus with me and I made a four-page list of his comments. ** That night he called Phil Hiss, who was no longer on the college committee or board, but who had been very active in selecting Mr. Pei. He told Hiss that he was planning to resign on completion of the Hamilton Center.

His comments were, "lack of appreciation, lack of interest and lack of money." Then Pei returned to New York and resigned.

*See Appendix 12.

**See Appendix 13.

I had prepared a status report for the full board meeting of May 4, 1967* and at that meeting Hamilton Center was formally dedicated, a resolution of appreciation as quoted below was passed for delivery to Mr. Pei.

RESOLUTION

Adopted unanimously by the Board of Trustees of New College at their Annual Meeting on May 4 and 5, 1967

RESOLVED: That this Board expresses to I.M. Pei its deep appreciation for the contribution by him and his associates in the conception, design and execution of the East Campus housing, dining and classroom complex.

At this meeting Dave Lindsay resigned as chairman of the Architectural Committee. He had served in that capacity since the very start of the college. That evening the women's Library Association gave a formal dance in Hamilton Center, and on July 22, 1967 graduation was held in Hamilton Center for 43 students of the charter class who had entered in September 1964.

Pancoast, Fenendino and Grafton had completed 7 ½ million dollars worth of construction on the campus of Dade County Junior College in about 2 years starting from scratch with development of a master plan. Their fee would be about half of what we paid Mr. Pei and they figured construction cost would only be about 1/3 of the Pei complex. At the Executive Committee meeting on 23 January 1967, the president was authorized to employ Pancoast, Fenendino and Grafton to prepare

*See Appendix 14.

a master plan for physical development of the campus. It was to be in two phases, the first phase Pancoast would identify the policy questions on land use that would have to be answered by the college before detailed planning on the setting of buildings could be undertaken. Both Lester Pancoast and Ed Grafton had appeared at this meeting to answer questions. On 23 February 1967 at a special meeting of the board, Mr. Pancoast described with a slide presentation his firm's preliminary plan inviting any tentative suggestions for further development of the college campus properties during the next 10 years.

The board asked Mr. Pancoast to prepare more detailed recommendations along the line of his proposal by 21 July 1967. The executive committee was given a paper by me regarding the complete development of New College on the East Campus. (See Appendix). * In this paper I provided a review of the government assistance programs, a preliminary budget for a master plan of all undergraduate facilities on the West Campus, and to emphasize the importance of selecting an architect to begin work on the design of the buildings. We would expect the government to assist in financing, but we had to submit preliminary drawings in order to get funds committed. My recommendation was that the architectural firm of Pancoast, Fenendino and Grafton be selected to design the first housing units and the library. I also told the committee the Pancoast's architectural fee would be 5.7% for building and would include a \$5,000 credit from the \$20,000 being paid

*See Appendix 15 dated 21 July 1967.

for the master plan.

The committee passed a resolution authorizing the president to employ Pancoast, Fenendino and Grafton for design and supervision of construction on the West Campus for the 1st dormitory units for up to 300 students, the library and first academic building and necessary auxiliary buildings.

This authorization was held up for a short while but by the Executive Committee meeting of 20 October 1967, Pancoast had completed the master plan and the board authorized \$33,000 for Pancoast, Fenendino and Grafton.

At a later meeting of the Executive Committee, they authorized the application in accordance with the higher education facilities account for a grant of \$639,000 for a new library designed by Pancoast for the West Campus. The total cost for the library by the architect's estimate was \$1,913,000.

At the March 8, 1968 meeting the Executive Committee authorized the president to negotiate with a management company to manage the East Campus as a continuing education center and to plan all undergraduate activity on a quickly built West Campus.* In May of 1968 I issued a memorandum explaining my initial efforts towards getting permission from the government to use the facilities on the East Campus that had used grants and loan money for undergraduate usage to now be used for another purpose and then get more government funds to build the whole undergraduate facilities on the West Campus.* It was the intent that if we could

*See Appendix 16.

use the East Campus for a continuing education facility it would prove a great source of income and we could build a quick less expensive undergraduate facility on the West Campus, but events were catching up with us. Government money for grants and loans was becoming scarce. We would need the facilities on the East Campus for the undergraduate students for many years to come if we were to continue to operate. We were grasping at straws to keep the college running. Also, May 2 and 3, 1968 the full board approved in principle the setting of the preliminary floor plans, construction and budget for approximately 300 students on Palmer Campus and to contract with Pancoast for the architectural work.

On May 24, 1968 I met with Harry Sudakoff, Ted Watson, Emmet Addy, President Elmendorf and Paul Davis to discuss the possibility of the college hiring Ted Watson as a consultant, engage mostly local sub contractors who would point out cost saving possibilities as we went along, and the college would buy all the material for the construction thereby saving the state sales tax. This is what we eventually did. Ted Watson had been the contractor for several big building jobs that Mr. Sudokoff had done locally and I also made a trip to Atlanta to talk to the regional assistant commissioner, office of Department of HUD about the possibility of support for an instant campus on the West Campus and use the East Campus for continuing education and conference center. I also received word that action was favorable on our request for a grant of \$594,000. We had asked for \$639,000 but were not granted the full amount for a new library to be sited on the West Campus.

At the end of August 1968, Paul Davis left the college and in September John Elmendorf had a heart attack. Dr. Butterfield came aboard and kept things moving along for a quickly built West Campus for the undergraduate college. In December 1968 construction was begun by the college on the dormitories on the West Campus which would be urgently needed for the class that would arrive in September 1969 (see pamphlet).*

Dr. Elmendorf returned to resume his presidency in January 1969. He had had a serious heart attack. On occasion after that I would get a call from him to come over. I would go immediately. He would be in front of Cook Hall waiting, and I would drive him down to his doctor who would check his heart. I would then drive him back. I felt that he trusted me not to circulate a story about the incident. Shortly after his return to duty, Dr. Elmendorf and I took our approval of grant for the \$594,000 to be used toward the cost of the construction of a new library,**and we drove up to Tarpon Springs to confer with the college trustee, Mr. Ellis, to see if he would guarantee the second third which would be the college's third of the total cost of the library while the college would be raising that amount in a drive. This would have permitted the college to proceed with the detailed plan for the library. We would be able to borrow the last 1/3 of the cost from the government loan program under very favorable terms. Unfortunately, Mr. Ellis turned down our

*See Appendix 17.

**See Appendix 18.

request; so the library was not built then.

The construction on the West Campus dormitories was proceeding very well and they were completed in time for the class entering in September. We obtained a certificate of occupancy at 2 p.m. on Saturday, September 5, 1969. Carpeting and furniture was moved in Sunday and Monday morning and the students moved in on Monday afternoon. Appendix 18 shows the cost and savings realized in New College's unique approach to building the living accommodations to fulfill the students' expressed desires in housing.

In summary I would like to mention again the contribution New College made to the community through the New College Fine Art Institute first set up in the winter of 1964 by Dr. Fred Licht, the art historian and professor of fine arts. Fifty five students were in the first class including older students from the community and New College students. They were taught by renowned artists. The work was exhibited at New College and at the Ringling Museum. Marion Hoppin was a student in the first Syd Solomon fine arts classes and each year on New Year's Eve she would have an open house at her beautiful house on Lido Key and invite all the New College people. Her husband was in a wheelchair and this was her outlet. As you recall I mentioned Sally Lucke who taught art on a part time basis at New College and was able to locate space on the top floor of the John Ringling Hotel through a friend who had just purchased the hotel where the second year of the Fine Arts Institute had their classes.

After Arnold Toynbee had been there the first year, the second year we had a wonderful old retired professor named Carl Hasik who was the professor- in-resident teaching economics.

Mr. Pei had hired Flambert and Flambert based in San Francisco as a kitchen consultant. I happened to be making a trip to California so I stopped by to see them. They had a new idea at that time. The student serving area would be buffet style-- one place for soup, one place for salad, and another place for entrée, and finally another place for dessert. This meant the students did not have to crowd into one long line, particularly if they only wanted a soup or salad. This idea is quite prevalent today. This was the time that I visited Stanford to talk to them about how they leased their valuable property as mentioned earlier in this story. I had in mind to do the same thing with the Cochran tract that Jane Bancroft Steele Cook had given to the college.

I also took the opportunity on any occasion I was traveling to visit any new college facilities on college campuses to see what they might have done to develop new ideas that could be used at New College. Wake Forest had been given money by R.J. Reynolds to move up to Winston Salem and they had a whole new campus. I also visited Furman University in Greenville, South Carolina and they had a lot of new buildings, but there was nothing innovative. This was a little ahead of computers in the libraries and students' rooms where they could access any information they needed. The last few years I was in the pentagon, the services, the

Air Force first, were just beginning to get into computers. It was such a time saver I hoped that we could at least put in the cables into the buildings to take advantage of these new things as they came along. The first Pentagon computer installation required about 3 normal rooms, extra air conditioning, storage space for many reels of tapes, etc. None of the New College buildings were designed for this.

I went up to Manatee Community College, Florida Presbyterian now Eckerd College in St. Petersburg, the University of South Florida and the campus of Florida Southern, Atlantic University—anything that was new I would try to go to see if there was any way we could incorporate their ideas into our new buildings. I also went to the University of Rochester to view a brand new building. So much of the college building at that time was not looking to the future to the communication possibilities that were coming along.

As mentioned earlier, just before Hamilton Center and the buildings in the complex were being completed Settacasi and Challura went bankrupt. That meant the buildings were bonded so we had to have the bonding company bring in another contractor to finish the project. Fortunately the legal ramifications that followed gave us a couple of years before we had to pay for the buildings and since there was a penalty clause for every day late in completion this worked very much in New College's favor.

The one thing the Board of Trustees would not stand for was the removal of the Charles Ringling House. After Mr. Pei's selection as the architect for the Kennedy

Library and after we started on Hamilton Center, I could actually feel Mr. Pei's interest in the New College venture diminish. His idea and the trustees was that the East Campus would eventually become a conference center and that the college itself would all be on the Palmer Campus and after four years he hadn't had a real chance to work on the West Campus. Also, he began to realize, I'm sure, that we didn't have any money. In his biography, I.M. Pei written by Michael Cannell in 1995, New College is not mentioned as one of his projects.

On June 13, 1969 I reported that the U.S. president's budget proposal for 1970 had deleted any appropriation for the title I grants for all public and private colleges and universities. This pretty much sounded the death notice to any plans we might have for the instant building of facilities on the West Campus.* Although we had the grant money set aside for a library on the Palmer Campus we had not received support to back the college's effort to raise funds for our share of the building costs.

So, after the completion of the Pei complex on the East Campus, settlement of all the outstanding claims, and disposal of most of their off campus real estate, I didn't see any way that I could help the college further. To save money for the college, I asked to go on a half salary to finish up any loose ends until my contract expired on 1 June 1970. The final action relative to me was a resolution passed by the full Board of Trustees at the annual meeting in November 1970. Present at the

*See Appendix 19.

time were:

Mark Burlingame
Victor Butterfield
Robert Chable
Wilton P. Cole
George Collins
A. Werk Cook
Jerald Neugarten
Benton Powell
W.D. Sugg
Thomas Todd, Jr.

Pelham Curtis
Dallas Dort
John Elmendorf
Nell Eurich
Gifford Hale
Mrs. William Kip
Ted Sperling
Howard Spragg
Herman Turner
Robert Van Skike, Jr.

The resolution was presented to me at a luncheon at the Field Club attended by Dallas Dort, Werk Cook, George Collins and John Elmendorf.

Resolution of Appreciation

Mr. Van Skike moved, and there was a standing vote of unanimous approval for the resolution of appreciation to Capt. Ralph Styles as follows:

WHEREAS Captain Ralph E. Styles, USN (Ret) has been associated with New College since its early years; and

WhEREAS Captain Styles, in his capacity as Planning Officer for New College, has coordinated and supervised much of the renovation of existing buildings on the Palmer Campus; has supervised the planning, designing and construction of the East Campus buildings including Hamilton Center and the student dormitories, has coordinated the construction of the Selby Science Hall facilities, has planned and supervised the construction of the new Palmer Campus student dormitories; and has worked earnestly toward the development of an architectural Master Plan for the campus of New College; and,

WHEREAS, due to the diligence of Captain Styles, the construction and renovation of said facilities proceeded with speed and economy, all of which greatly benefited New College in its beginning days, and

WHEREAS Captain Styles did arrange the sale of Real Estate given to New College expeditiously, thereby increasing the realization to New College of its non-liquid assets, and

WHEREAS Captain Styles' devotion and sense of duty and responsibility to New College was greatly in excess of that requested of him;

NOW, therefore, the Board of Trustees of New College does hereby commend Captain Ralph Styles USN (Ret) for the invaluable service rendered by him throughout his term at New College and does hereby direct that this letter of commendation be scribed upon the Minutes of the Board of Trustees in grateful appreciation.

APPENDICES

1. Letter to George Baughman from Don Dickason
2. Letter from Grafton on selecting an architect
3. Short history of I.M. Pei
4. Letter from Dr. Baughman re: Pei's staff meeting with official 10/1/63
5. Efforts to obtain Horton property
6. Styles memo re: Pei's visit 24-25 August 1964
7. Baughman - New College Foundation
8. Styles report to Trustees February, 4, 1966
9. Baughman's resignation as President of New College Foundation
10. Review of Phase II and II ½
11. Pei planning of West Campus
12. Report of Styles' visit to Pancoast, Fenendino and Grafton
13. Visit of I.M. Pei - February 24, 1967
14. Status report for Trustees meeting May 4, 1967
15. Styles' report to Executive Committee Meeting on complete development of West Campus for undergraduate July 21, 1967
16. Plans for Palmer Campus development
17. Student housing West Campus
18. Preliminary plans for new library on West Campus
19. Breakdown of construction costs West Campus September 24, 1969
20. Fountains

Appendix 1

September 6, 1963

Dr. George Baughman,
President
New College
Sarasota, Fla.

Dear George:

I just want to make a special note now while I have it in mind about a man presently working for me, Captain Ralph Styles, who is located in Sarasota.

We needed extra help in this office on a sudden basis about a month ago and he has proven to be the answer to a prayer as far as I am concerned. He is alert, personable, fast on his mental feet and a self starter and self finisher. He jumped into a field completely unknown to him and within a week had it almost completely under control, and has relieved me of many details and actually done a lot better than I could have in a number of them.

For your possible future reference, I enclose a copy of his current file with us. He would make an excellent Dean of Students in addition to the items which he has listed on page four of the file.

I expect to be able to transfer this activity to other hands in another location in the fairly immediate future. I just thought I'd like to have Captain Styles's name on your ready list, if and when you ever need a man with lots of ability to learn and learn fast and furthermore the qualifications to perform effectively and satisfactorily.

Sincerely yours,

Donald E. Dickason

DED/yw
Enclosure

Appendix 2

Architect, Selection of
RECEIVED NOV 27 1961

PANCOAST, FERENDINO, SKEELS & BURNHAM

RUSSELL T. PANCOAST, FAIA
ANDREW J. FERENDINO, AIA
NORMAN A. SKEELS, AIA
HERBERT M. BURNHAM, AIA
EDWARD G. GRAFTON, AIA

A R C H I T E C T S

2575 S. BAYSHORE DRIVE

MIAMI 33, FLORIDA

NOVEMBER 24, 1961

MR. GEORGE BAUGHMAN, PRESIDENT
NEW COLLEGE
SARASOTA, FLORIDA

DEAR GEORGE:

RUSS AND I CERTAINLY APPRECIATED YOUR HOSPITALITY
LAST WEEKEND. IT WAS A VERY PLEASANT AFTERNOON.

YOU HAVE CONVINCED US OF THE ENORMOUS POTENTIAL OF
NEW COLLEGE, AND WE ARE THRILLED AT THE ENLIGHTENED APPROACH
TO SUCH AN AMBITIOUS UNDERTAKING, AND HOW FORTUNATE NEW COLLEGE
IS TO HAVE SENSITIVE PEOPLE ON ITS TEAM WHO REALIZE THE IMPORT-
TANCE OF EXCELLENT ARCHITECTURE.

WE THOUGHT YOU MIGHT BE INTERESTED IN SOME OF OUR
IDEAS ABOUT THE SELECTION OF AN ARCHITECT. THESE IDEAS WILL
NOT ALL BE NEW TO YOU BUT MAY STILL BE INTERESTING BECAUSE
THEY MAY CONFIRM YOUR OWN THOUGHTS.

A. ARCHITECTURAL DEVELOPMENT HAS THREE PHASES:

1. PROGRAM:

- A. A COMPLETE PROGRAM OF THE ULTIMATE COLLEGE.
- B. A SCHEDULE OF PRIORITY.

2. MASTER SITE PLAN:

- A. A COMPLETE LAND USE STUDY.
THE RELATIONSHIP OF FACILITIES SHOULD BE
SUPPORTED WITH A COMPLETE ANALYSIS OF UTILI-
TIES AND SURROUNDING COMMUNITY DEVELOPMENT
STUDIES. THE UNIVERSITY OF MIAMI IS PLAGUED
BY THE LACK OF COMPLETE INITIAL PLANNING.
- B. THE MASTER PLAN WILL POINT UP ONE ITEM IN
THE INITIAL STAGES OF ITS DESIGN, THAT THE
EXTERIOR SPACES AROUND AND BETWEEN THE
VARIOUS BUILDINGS IS AS IMPORTANT AS THE

PANCOAST, FERENDINO, SKEELS & BURNHAM

RUSSELL T. PANCOAST, FAIA
ANDREW J. FERENDINO, AIA
NORMAN A. SKEELS, AIA
HERBERT M. BURNHAM, AIA
EDWARD G. GRAFTON, AIA

A R C H I T E C T S

2575 S. BAYSHORE DRIVE

MIAMI 33, FLORIDA

NOVEMBER 24, 1961

PAGE TWO

MR. GEORGE BAUGHMAN, PRESIDENT

BUILDINGS THEMSELVES. THERE ARE MANY BUILDING COMPLEXES WHERE THE BUILDINGS CAN MAKE A CLAIM TO BEING GOOD ARCHITECTURE, BUT ARE CONDEMNED BY THE SPACES AROUND AND BETWEEN THEM! IN OUR OPINION THE UNIVERSITY OF SOUTH FLORIDA IS A TYPICAL EXAMPLE WHERE EXTERIOR SPACE IS WITHOUT DEFINITION, DIRECTION OR REASON. LANDSCAPING CAN NOT CORRECT THIS BASIC MISTAKE. THE ARCHITECTURAL EFFECT OF EACH ELEMENT OF A CAMPUS IS EVIDENCE OF GOOD OR BAD PROGRAMMING.

3. THE DESIGN OF BUILDINGS:

AN ARCHITECTURAL STATEMENT WHICH IS THE IMAGINATIVE OUTGROWTH OF GEOGRAPHICAL ENVIRONMENT, THE MASTER PLAN, THE FUNCTION OF THE BUILDING AND THE NECESSARY INTERGRATION OF FINE ART AND LANDSCAPING.

A. REGARDING ENVIRONMENT, ONE MIGHT ASK THE QUESTION, "DOES SOUTH FLORIDA HAVE A REGIONAL ARCHITECTURE?" THE ANSWER TO THIS QUESTION IS "NO", BUT THERE ARE DEFINITE DEMANDS PLACED ON ARCHITECTURAL DESIGN BY THE ENVIRONMENT OF SOUTH FLORIDA. THE STRIVING SHOULD NOT BE FOR A REGIONAL ARCHITECTURE BUT FOR A DESIGN APPROACH WHICH RECOGNIZES THE NECESSITY OF SATISFYING THE DEMANDS OF THIS ENVIRONMENT.

B. AFTER TALKING TO YOU AND THEN CONTINUING TO THINK ABOUT YOUR NEEDS AND THE SOLUTION TO MEET THESE NEEDS, ONE IDEA STANDS OUT IN OUR MINDS! NEW COLLEGE WOULD BE AN EXCELLENT PROJECT FOR AN ARCHITECTURAL COMPETITION. THE SPONSORS OF NEW COLLEGE WOULD BE ABLE TO VISUALIZE, COMPARE AND HAVE SELECTED THE MOST PROMISING OF SEVERAL CAREFULLY EVOLVED CONCEPTS FOR ITS PHYSICAL PLANT. THIS MUST BE AN INVITED COMPETITION, AND WE THINK THERE WOULD BE MANY NATIONAL CORPORATIONS, MAGAZINES OR FOUNDATIONS WHICH WOULD BE INTERESTED IN SPONSORING SUCH A

PANCOAST, FERENDINO, SKEELS & BURNHAM

RUSSELL T. PANCOAST, FAIA
ANDREW J. FERENDINO, AIA
NORMAN A. SKEELS, AIA
HERBERT M. BURNHAM, AIA
EDWARD G. GRAFTON, AIA

A R C H I T E C T S

2575 S. BAYSHORE DRIVE

MIAMI 33, FLORIDA

NOVEMBER 24, 1961

PAGE THREE

MR. GEORGE BAUGHMAN, PRESIDENT

COMPETITION; PUBLIC INTEREST IN COMPETITIONS IS HIGH. THERE HAVE BEEN MANY ARCHITECTURAL COMPETITIONS IN RECENT YEARS, AND THERE IS A GREAT DEAL OF MATERIAL AVAILABLE ON CONDUCTING THEM. BASICALLY THE RULES ARE SIMPLE. A COMPETITION WOULD BE COMPLETELY CONTROLLED BY THE COLLEGE, USING RULES AND REGULATIONS WHICH HAVE BEEN ESTABLISHED OVER MANY YEARS. THE APPOINTMENT OF A PROFESSIONAL ADVISOR AND JURY WOULD BE MADE BY THE COLLEGE, AS WELL AS A LIST OF THE ARCHITECTS TO BE INVITED TO COMPETE. PRIZES ARE NECESSARY, BUT COMMITMENTS TO THE WINNER CAN BE LIMITED. COSTS OF COMPETITIONS VARY, DEPENDING ON THE SCOPE OF THE PROGRAM AND THE NUMBER OF ARCHITECTS INVOLVED. (SEE INFORMATION INCLOSED.)

I WILL BE GOING TO WASHINGTON, D. C., ON DECEMBER 14-15, AND WILL GET SOME ARCHITECTURAL COMPETITION CASE HISTORIES FOR YOU.

GIVE OUR LOVE TO HAZEL AND THE GIRLS. WHEN ARE YOU COMING TO MIAMI FOR THE FLORIDA POWER & LIGHT PRESENTATION?

SINCERELY,

PANCOAST, FERENDINO, SKEELS & BURNHAM



EDWARD G. GRAFTON

INCL.
EGG:LKW

Appendix 3

PEI COBB FREED & PARTNERS *Architects LLP*



I. M. Pei FAIA, RIBA
Founder

See also Mr. Pei's Curriculum Vitae and Project List.

Profile: Introduction

Awards

Firm Members

I. M. Pei

► Biography

Curriculum Vitae

Project List

Services

Projects

Contacts

Contents

I. M. Pei was born in China in 1917, the son of a prominent banker. At age 17 he came to the United States to study architecture, and received a Bachelor of Architecture degree from MIT in 1940. He was awarded the Alpha Rho Chi Medal, the MIT Travelling Fellowship and the AIA Gold Medal upon graduation. In 1942, he enrolled in the Harvard Graduate School of Design where he studied under Walter Gropius; six months later, he volunteered his services to the National Defense Research Committee in Princeton. Mr. Pei returned to Harvard in 1944 and completed his M.Arch in 1946, simultaneously teaching on the faculty as assistant professor (1945-48). Awarded the Wheelwright Travelling Fellowship by Harvard in 1951, he traveled extensively in England, France, Italy and Greece. I. M. Pei became a naturalized citizen of the United States in 1954.

In 1948, William Zeckendorf invited Mr. Pei to accept the newly created post of Director of Architecture at the Webb & Knapp real estate development corporation, resulting in many large-scale architectural and planning projects across North America. In 1955 he formed the partnership of I. M. Pei & Associates, which became I. M. Pei & Partners in 1966 and Pei Cobb Freed & Partners in 1989. The partnership received the 1968 Architectural Firm Award of the American Institute of Architects, the highest honor bestowed on an architectural practice by the Institute. In late 1990, after more than four decades of practice, Mr. Pei retired from the firm in order to pursue smaller projects of personal interest. Subsequent to his retirement, Mr. Pei's association with the firm has continued as design principal on a number of significant works in progress.

Mr. Pei's personal architectural style blossomed in the early 1960s with his design for the National Center for Atmospheric Research on a remote mesa in the Rocky Mountains. National recognition came in 1964 when Jacqueline Kennedy selected I. M. Pei to design the John F. Kennedy Library in Boston. Many significant projects followed, most notably the East Building of the National Gallery of Art in Washington (1979) which was elected by the American Institute of Architects as one of the Ten Best Buildings in the United States. In 1983 President François Mitterrand commissioned Mr. Pei to expand and modernize the Louvre; upon completion ten years later the Grand Louvre became the largest museum in the world. With the Rock and Roll Hall of Fame and Museum in Cleveland, Ohio, the Miho Museum outside Kyoto, Japan, and a dozen additional museums internationally—including two currently underway in Berlin and Luxembourg—Mr. Pei has played a leading role in the transformation of the traditional museum from the private retreat of the connoisseur into a popular cultural/educational/social institution at the center of modern life.

Mr. Pei's commitment to public space-making also encompasses a broad array of schools, churches, municipal facilities, hospitals, libraries and performing arts centers, including the Morton H. Meyerson Symphony Center in Dallas, one of only a handful of world-class concert halls in existence. In 1982 Mr. Pei completed

recognize architecture as more than shelter. Grafting advanced Western technology onto the roots of vernacular building materials and techniques, it was designed to respect the country's unique cultural heritage while sowing the seeds of a new, distinctly Chinese, architectural language.

In addition to his institutional projects, Mr. Pei has executed a wide variety of investment buildings, large-scale mixed-use complexes and corporate headquarters. Among the most important is the 70-story Bank of China Tower in Hong Kong whose innovative and economical composite megatruss structural system has significant consequences for the future of high-rise construction.

Mr. Pei's deep interest in the arts and education is evidenced by his numerous memberships on Visiting Committees at Harvard, MIT, and the Metropolitan Museum of Art, as well as on multiple governmental panels. He has also served on the AIA Task Force on the West Front of the U.S. Capitol. A member of the AIA National Urban Policy Task Force and of the Urban Design Council of the City of New York, he was appointed to the National Council on the Humanities by President Lyndon Johnson in 1966, and to the National Council on the Arts by President Jimmy Carter in 1980. Among the many academic awards bestowed on Mr. Pei are 16 honorary doctorates from leading educational institutions, including Harvard University, Brown University, Columbia University, New York University, Carnegie Mellon University, the American University of Paris, and the Chinese University of Hong Kong.

Mr. Pei is a Fellow of the American Institute of Architects and a Corporate Member of the Royal Institute of British Architects. He has also been elected to the American Academy of Arts and Sciences, the National Academy of Design, and the American Academy and Institute of Arts and Letters. In 1975 he was elected to the American Academy itself, which is restricted to a lifetime membership of fifty. Three years later he became Chancellor of the Academy, the first architect to hold that position, and served until 1980. Mr. Pei was inducted a "Membre de l'Institut de France" in 1984, and decorated by the French Government as a Commandeur in the "Ordre des Arts et des Lettres" in 1985. On July 4, 1986, he was one of twelve naturalized American citizens to receive the Medal of Liberty from President Ronald Reagan. Two years later he was inducted by President Mitterand into the Légion d'Honneur as a Chevalier, being elevated to the rank of Officier in 1993. Also in 1993, I. M. Pei was elected an Honorary Academician of the Royal Academy of Arts in London.

Among Mr. Pei's many professional honors are the Arnold Brunner Award of the National Institute of Arts and Letters (1963); the Medal of Honor of the New York Chapter of the American Institute of Architects (1963) and The Thomas Jefferson Memorial Medal "for distinguished contribution to the field of architecture" (1976). In 1979 he received the Gold Medal for Architecture from the American Academy of Arts and Letters and the Gold Medal of the American Institute of Architects—the highest architectural honor in the United States. Two years later, in 1981, he received the New York City Mayor's Award of Honor for Art and Culture, the Gold Medal from Alpha Rho Chi (the national professional fraternity of architects), the Gold Medal of Honor from the National Arts Club, and the Grande Médaille d'Or from the French Académie d'Architecture. In 1983, Mr. Pei was chosen the Laureate of the Pritzker Architecture Prize, the \$100,000 honorarium from which he used to establish a scholarship fund for Chinese architects to study in the United States (with the strict proviso that they return to China to practice

their profession). In 1988 Mr. Pei received the National Medal of Art. In the following year, the Japan Art Association conferred on him the Praemium Imperiale for lifetime achievement in architecture. In 1990 Mr. Pei received UCLA's Gold Medal, followed in 1991 by both the Excellence 2000 Award and the Colbert Foundation's First Award for Excellence. In 1993 he was honored by President George Bush with the prestigious Medal of Freedom. He was granted the Ambassador for the Arts Award by the National Endowment for the Arts in 1994 and also the Jerusalem Prize for Arts and Letters from the Bezalel Academy of Arts & Design of Jerusalem. In 1996 Mr. Pei received the Jacqueline Kennedy Onassis Medal from the Municipal Art Society of New York City, the President's Award from the New York Chapter of the American Institute of Architects, and the Italian Premio Internazionale Novecento La Rosa d'Oro. Of the many honors extended recently, Mr. Pei accepted the Independent Award of Brown University in 1997, and the Edward MacDowell Medal of the MacDowell Colony in 1998, and the BZ Kulturpreis in 1999.

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Photo credits

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Appendix 4

NEW COLLEGE

SARASOTA, FLORIDA

October 1, 1963

MEMORANDUM

FROM THE DESK OF GEORGE F. BAUGHMAN, PRESIDENT

TO: Captain Ralph E. Styles

Mr. Eason H. Leonard of I.M. Pei and Associates has confirmed to me by telephone that Mr. Pei and representatives of his firm will undertake the prime responsibility for the architectural design of the College Center, Phase 1, on the airport property, which must be ready for occupancy on or about August 1, for our opening class in September 1964.

Mr. Sheldon Peed will be the representative in their office and will have the architectural responsibility and coordination under Mr. Pei's direction. The staff will arrive from Mr. Pei's office Sunday afternoon, October 13, and Mr. Pei himself will arrive the following day.

The team will comprise the following:

- Sheldon Peed, Director of the New College project
- Eason Leonard, Office Manager and Partner
- Augie Nakagawa, Head of the Regional Planning Department
- Don Page, Head of the Graphics Department.
- Mr. Henry N. Cobb, who will not then be available, will join the team shortly.

Mr. Leonard has asked that we call a meeting of the respective government officials and the boards and agencies that might be involved in area planning, including airport and college plans. It seems that we need to arrange a meeting, if we can possibly do it, of the county commissioners of both counties, the zoning boards of both counties, the county planners, airport authorities and the airport manager; the airport land use committee; the city commissioners; city planning board and city zoning board, including Sarasota City Manager Ken Thompson.

This meeting is to be arranged by you, and we will need to talk about the best way to assure its success.

G.F.B.

Copies to: All Members of the New College Administrative Staff, and
All Local Trustees: Messrs. Hiss, Lindsay, Powell, Ellis, Higgins,
Turner, Palmer, Van Dine, Jr., Suggs, MacNeil,
Price, Nadelman.

Appendix 5

HORTON PROPERTY

1. Letter to Horton from George Baughman July 14, 1961
2. Option Contract December 31, 1963
3. Letter to Eason Leonard June 17, 1964
4. Holroyd letter December 11, 1964
5. Copy of Board resolution
6. Description on application
7. Letter from Burmaster re: new application January 21, 1965
8. Baughman memo January 26, 1965
9. Burmaster letter March 4, 1965 re: application
10. Finance Committee meeting March 24, 1965

Appendix 5

New College
Site Organization

July 14, 1961

Dear Mr. and Mrs. Horton:

Thank you for the opportunity for Mr. Hiss, Mr. Van Skike, and myself to review with you our serious need to acquire your beautiful estate as an essential campus unit for the New College. In addition to our urgent need, the College would considerably benefit by becoming associated with the sentiment and history connected with this property. We would wish to perpetuate this lovely section of our campus by naming it the Dunham Campus. This would honor not only the New College, but would perpetuate the name of Dr. J. J. Dunham, M. D., and would also help to develop some of the traditions which could become part of our College heritage.

I know that you will be mindful of the fact that we are not a profit organization, and we do not at this time have anything but the most modest resources. In arriving at a cost determination on this property, please remember we are in a position of a public trust, and under any circumstances will have to account for our monies and the way in which it is expended. It is in this spirit and feeling that we were so encouraged by the interest that you and Mrs. Horton expressed in your willingness to consider the possibility of working something out that will permit us to acquire this property on a basis that is mutually acceptable and fair to all.

It would be our privilege to assume a trust in perpetuity for the beautiful development of the Dunham Campus that will serve future generations of America in addition to being one of the beauty sites for the world to see and visit. This should be a high-light of the Manatee-Sarasota County area.

Thank you for the opportunity of meeting you, and we look forward to future visits with anticipation and pleasure.

Cordially,

cz

George F. Baughman

Mr. and Mrs. Freeman H. Horton
Bayshore Road
Bradenton, Florida

CC: Mr. Van Skike, Jr.
Mr. Phil Hiss
Mrs. David Lindsay
Mr. Arthur Furman

APPLICATION FOR GRANT
PL 88-204, APPLICATION FOR GRANT
PROJECT # 3: PROPERTY ACQUISITION AND ALTERATION

STATE OF FLORIDA
HIGHER EDUCATION FACILITIES PROGRAM
STATE COMMISSION CONTROL No. 40011

OPTION CONTRACT

THIS OPTION CONTRACT made the 31st day of December, 1963, between F. and M. COMPANY, INC., a Florida corporation, hereinafter referred to as the "Seller", and NEW COLLEGE, INCORPORATED, a Florida corporation not for profit, hereinafter referred to as the "Purchaser";

WITNESSETH: That, for and in consideration of the sum of \$1,200, paid to the Seller this day by the Purchaser, and in consideration of an additional sum of \$4,800, to be paid to Seller by Purchaser in four (4) installments of \$1,200 each, said installments to be payable on the 31st day of January 1964, the 28th day of February 1964, the 31st day of March 1964, and the 30th day of April 1964, the Seller hereby gives the Purchaser the privilege of purchasing, within the time hereinafter stated, for the purchase price of \$980,000, the real property in Tp. 35s, R 17 E, Manatee County, Florida, described as;

The SW $\frac{1}{4}$ of SW $\frac{1}{4}$ of Sec. 36 less a strip of land 330 feet wide off of South side thereof, also less portion East of Tamiami Trail and less Highway Right-of-way,

and

Lot 3 U. S., of Section 35, less 330 feet off of South side thereof,

being further described as

bounded on the East by the Western R/W line of U. S. Highway 41, on the South by the Northern boundary of the Uplands Subdivision on the West by the waters of Sarasota Bay and on the North by the South line of the NW $\frac{1}{4}$ of the SW $\frac{1}{4}$ of Sec. 36 and the S line of the N $\frac{1}{2}$ of the SE $\frac{1}{4}$ of Sec. 35, latter boundary being the South boundary line of land formerly platted as Shadowlawn Subdivision;

including with said lands all riparian rights belonging to or appertaining to the said lands and together with all improvements thereon, which improvements shall include new roof and flashing to be installed on the two-story steel frame and masonry master residence. (All household furnishings are excluded.) Subject, however, to Zoning Regulations, FAA Restrictions and official Bulkhead Line affecting said property and further subject to permissive use by the Florida Power & Light Company of the existing site for power line. It is a condition hereof that the accrued taxes for the year 1964 shall be pro-rated as of date of closing, and the mortgage indebtedness of record in the favor of First Federal Savings & Loan Association of Sarasota shall be fully paid off and satisfied of record on or before date of closing.

and said Seller and Purchaser agree that:

1) The aforesaid purchase price of \$980,000 shall be paid the Seller by the Purchaser as follows:

Purchaser shall pay the Seller the sum of \$900,000 in cash upon closing, of which the total amount paid for this option shall be considered a part, and upon closing the Seller shall make a gift to the Purchaser of the balance of \$80,000 of the said purchase price of \$980,000. The Purchaser shall also deliver to the Seller a letter which shall acknowledge the gift as a charitable contribution.

2) Within thirty (30) days from the date of this option, the Seller will pay for and deliver to the Purchaser evidence of title in form of abstract of title certified to date, showing the title to be conveyed to be good and marketable, subject to above mentioned Zoning Regulations, FAA

Restrictions, official Bulkhead Line, and aforementioned permissive use of Florida Power & Light Company.

3) If the evidence of title shall meet the requirements above specified, the Purchaser shall have the right, during the period beginning April 15, 1964 and ending May 29, 1964, to exercise the privilege of purchase by paying the aforesaid purchase price; if the Purchaser shall not do so within that time, that privilege shall terminate and no part of the consideration paid for this option shall be refunded.

4) If the evidence of title shall not meet the requirements above specified, and the Purchaser shall so notify the Seller in writing within 30 days after delivery of the abstract, specifying the defects, the Seller shall have 90 days after receipt of that notice to cure the defects, and will in good faith exercise due diligence to do so. If the defects are cured within that time, the Purchaser shall exercise the privilege of purchase within the time period hereinabove provided, by paying the purchase price; and if the Purchaser shall not do so within that time, that privilege shall terminate, and no part of the consideration paid for this option shall be refunded. If the defects are not cured within that time, the Purchaser shall have the time period hereinabove provided to exercise the privilege of purchase notwithstanding the defects, by paying the purchase price; and if the Purchaser shall not do so within that time the Seller will promptly refund the full amount of the consideration paid for this option, and this option shall terminate.

5) Upon receipt of the aforesaid purchase price within the time allowed, the Seller will promptly execute and deliver to the Purchaser a good and sufficient Warranty Deed, containing all the usual common law covenants of title, conveying that property to the Purchaser in fee simple. Taxes and insurance shall be pro-rated as of the date of closing.

6) If the Purchaser shall fail to make any of the monthly payments of \$1200 hereinabove provided for, then this option shall terminate and all parties hereto shall be freed and discharged from any and all liability or obligations hereunder, excepting that the Purchaser shall surrender this Option Contract to Seller for cancellation and shall deliver to Seller the Abstract or Abstracts of Title which Purchaser received from Seller.

7) This instrument shall not be recorded, but by mutual agreement shall be deposited in Palmer First National Bank & Trust Company of Sarasota, Florida, and any charges or fees incurred in connection therewith shall be paid by Purchaser.

8) The Seller will pay all expenses, including a reasonable attorney's fee, incurred by the Purchaser because of the failure of the Seller to comply with the terms of this option.

9) It is understood and agreed that Seller will be permitted 30 days in which to vacate the dwellings on said property. The 30 days will commence upon closing date of sale. Occupancy of the main house by Seller during the aforesaid 30 days will in no way restrict improvements by buyer on the remainder of the property after the date the sale is consummated.

IN WITNESS WHEREOF, the parties hereto have executed this Option Agreement December 31, 1963.

Witness:

NEW COLLEGE, INCORPORATED

By _____
its

Attest _____
its

(SEAL)

F & M COMPANY, INCORPORATED

By _____
its

Attest _____
its

NOTE: Option contract was executed and extended to 6/29/64. (SEAL)
It has been kept in effect subsequently by oral agreement only:

C
O
P
Y

June 17, 1964

Dear Eason:

I would like to confirm the conversation between Dr. Baughman, myself, you and Sheldon Peed of June 12th relative to Campus planning.

WEST CAMPUS:

There will be a slow build-up of the student body. The East Campus housing facilities may be sufficient even for the third year; however, the master plan for the West Campus is a matter of priority because by September 1966, units for the Physical Sciences will be required. The housing on the West Campus must also be located and developed early, in the event the East Campus housing is not sufficient for 1966. We are going to have to remain flexible as to the size of the student body by the fall of 1966 and be prepared, if necessary, to provide some dormitory space on the West Campus by that date. For the present, the Horton property is not available. If it should become available, we would want to incorporate it into the general plan of the West Campus. The key points then are:

- Prepare layout and site plan for West Campus.
- Complete working drawing and construction of some science laboratories by September 1966.
- Be prepared to complete working drawings and construction of one dormitory by September 1966.
- Campus plan, for the present, will not include Horton property.
- Site plan should permit this addition to be worked in smoothly.

EAST CAMPUS:

The enclosed planning memo, copy of which was provided you, is valid. However, more detail on the ultimate commercial facilities is in order and will be included in a following paragraph. If you proceed to develop the complete conceptual design for the 20 acres, then when this is approved, it should be possible to give priority to the completion of working drawings for certain facilities. We do want to keep September 1965 as the target date for the completion of the dining assembly, kitchen, snack bar, lounge and small dining rooms.

Mr. Eason Leonard
June 17, 1964
Page 2.

If undergraduates remain on this Campus for several years, some of the specialty shops will be open before all the conference rooms are required, and the East Campus becomes the continuing Education Center. We do not presume to tell you how this can best be accommodated. The commercial facilities on the 20 acres will be specialty shops. If the 12 acre plot is obtained and utilized, it should be envisioned as a major shopping complex tied to the 20 acres with a natural circulation pattern between the two parcels, perhaps sharing parking facilities. Ultimately, when undergraduates are all moved to the West Campus; we will then have a fine conference center with a College Inn, lounge/office, beautiful dining room open to the public for banquets, assembly, etc. Conference rooms, display rooms, which can be used for Adult Education programs or other of the multi-purposes indicated, a theatre and specialty shops.

The following indicate examples of the type of commercial facilities that are envisioned as specialty shops. We cannot guarantee rentability and some modifications may be required:

- Mens clothing and specialty shop. Collegiate oriented.
- Ladies clothing and specialty shop. Collegiate oriented.
- Barber shop.
- Beauty parlor (hair stylists).
- Pharmacy (student malt shop atmosphere).
- Art supply and photo shop.
- Sporting goods store.
- Travel agency.
- Gift and novelty shop.
- Large bookstore.
- Music store.
- Art gallery, interior decorating or jewelry store.
- Doctors offices
- Dentists offices.
- Medical laboratory office.

It would be desirable to have the East Campus site plan prior to September 1964 so that permanent and temporary recreational areas can be developed, i.e., tennis courts, handball, baseball, volley ball and basket ball.

Mr. Eason Leonard
June 17, 1964
Page 3.

SUMMARIZING:

Complete design for East Campus 20 acres including specialty shops.
Should be able to stand alone or tied to 12 acres when acquired.
Indicate location for temporary and permanent recreational facilities.
12 Acres will be one major shopping complex.
Target date for completion of dining, lounge, snack bar - September 1965.
Working drawings for theatre, multi-purpose rooms, commercial shopping
area will have lower priority, than dining, lounge, snack bar.

We welcome your suggestions and advice and we depend on your judgement
as to how the facilities can best be accommodated.

Best regards.

Sincerely,

Ralph
(Capt. R.E. Styles, Planning Officer)

Mr. Eason Leonard
I. M. Pei & Associates
385 Madison Avenue
New York, New York

LAW OFFICES
ICARD, MERRILL, CULLIS & TIMM
2041 MAIN STREET
SARASOTA, FLORIDA 33577

STATE OF FLORIDA
HIGHER EDUCATION FACILITIES PROGRAM
STATE COMMISSION CONTROL No. 40811

THOMAS F. ICARD
WILLIAM W. MERRILL
JAMES W. CULLIS
CURTIS J. TIMM
FRANK J. HOLROYD, JR.
CHARLES J. CHEVES, JR.
JOHN H. KEANE
ROBERT R. HAGAMAN

216 SOUTH TAMiami TRAIL
VENICE, FLORIDA 33595

TELEPHONES
AREA CODE 813
SARASOTA 958-5531
VENICE 488-2269

December 11, 1964

TO WHOM IT MAY CONCERN:

The undersigned is general counsel for New College, Sarasota, Florida. It is our opinion that George F. Baughman, President of New College, has the authority to make application on behalf of New College for a grant or loan of federal funds for the construction of academic facilities under the Higher Education Facilities Act of 1963.

Article V, Section 2, of the By-Laws of New College provides in part:

"The Executive Committee shall, during the interval between the meetings of the Board of Trustees, possess and may exercise all of the power of the Board of Trustees in the management of the business and affairs of the corporation. . . ."

Article VII, Section 1, of the By-Laws of New College, in setting forth the powers of the President of the corporation, provides:

"He may sign and execute in the name of this corporation deeds, notes, mortgages, bonds, contracts or other instruments authorized by the Board of Trustees and the Executive Committee thereof. . . ."

By resolution of the Executive Committee of New College, a copy of which is attached to this letter, Dr. Baughman was specifically authorized to make application under the Higher Education Facilities Act of 1963.

Very truly yours,

ICARD, MERRILL, CULLIS & TIMM


Frank J. Holroyd, Jr.

FJHjr:eea

Attachment

BE IT RESOLVED, and it hereby is, that the President of New College be, and he hereby is, authorized to make application to the Department of Higher Education, State of Florida, for a grant for purchase, alteration and equipment of college facilities under the HIGHER EDUCATION FACILITIES ACT of 1963, this grant to apply to a project consisting of a pro-rata allocation of a portion of the purchase price of the 50-acre tract known as the Horton Property, this portion to contain the buildings formerly used as residence and garage; and also the alteration and equipment of these buildings to make them suitable for faculty offices, classrooms, laboratories and service facilities for the teaching of the sciences and more particularly the life sciences; the total estimated project cost against which the grant would apply not to exceed \$750,000.

NEW COLLEGE
PL 88-204 APPLICATION FOR GRANT
Project #3

STATE OF FLORIDA
HIGHER EDUCATION FACILITIES PROGRA
STATE COMMISSION CONTROL No. 40611

Horton Property Acquisition and Alteration

Description of Structures to be Acquired I.1.(a)

The property to be acquired is a 7.6 acre portion of a 50 acre estate located on the southerly boundary of Manatee County between Sarasota Bay and U.S. Route 41. It is contiguous to the northernmost strip of waterfront property owned by New College. Between this strip and Route 41 there is a subdivision known as The Uplands, in which New College is acquiring single lots from time to time.

The subject property, known as the Horton property, was formerly the residence of the late Powell Crosley, who built a palatial home and caretaker's house on it about 35 years ago. It is seawalled on the southerly 580 feet and has a walled boat slip extending approximately 210 feet into the property. There is a private driveway into the property from Route 41.

The Spanish-type mansion is basically of high quality steel-frame construction, with stucco exterior and tile roof, but is in bad repair. The interior is finished with plaster walls and wood or tile or terrazzo floors.

The plan is to air condition and repair the house as a science center. A minimal amount of alteration is required, beyond changing a few doors and partitions and installing appropriate plumbing and lighting. Work would have to be completed for the second class, entering in the fall of 1965.

The caretaker's house and garage is of sound reinforced concrete construction and presently contains a 3-car garage, with 5 2-room servants' apartments, one upstairs and one downstairs on either side of the garage, and one above it. The interior of this building is in extremely poor repair, and the plan is to remove all interior partitioning and reconstruct the interior into an animal house for the life sciences.

Exterior work would include installation of a sewer lift station, running a power supply from an adjacent terminal, exterior lighting, and landscaping grounds which have grown over during years of disuse, and improving and changing roads and walks to provide suitable access to the main campus.

Chronolog. Copy

Grant Applications

January 21, 1965

Dear Mr. Dungan,

Thank you for returning my call the other day. We will still plan to submit the application for purchase and minor alteration of the Horton property which I discussed with you but will hold up submission of the application until February fifteenth.

I assume it will be necessary to review this with you and I am asking you, therefore, to hold an hour or so for me in the afternoon of February 15th. I am going on vacation for three weeks, leaving today, but have left instructions for whatever information you will be able to secure for us to be left here pending my return when I will complete the application.

Thank you so much for your continual assistance. It is a pleasure to work with you.

Sincerely,

Nellie M. Burmaster
Assistant to the President

Mr. James R. Dungan, Coordinator
Higher Education Facilities Program
State Department of Education
Tallahassee, Florida

NMB vbh

MEMO TO: Miss Nellie Burmaster
FROM: President Baughman
DATE: January 26, 1965

cc: Captain Styles and Dean Sonnenberg

Mr. Jim Dungan of the State Office of Education, handling the Federal Facilities Bill, has advised me by telephone today on the following matters:

1, regarding the cite of our proposed Horton Project that they will only approve the purchase of land and acreage necessary for a reasonable amount around the project and access thereto. He indicated that this is a decision to purchase something less than we had hoped in our original conversation with him. There is, apparently, no hard and fast rule but that there will be a careful review of this item;

2, he has also encouraged us to make application for the Horton Project at the next date as he now knows that no more than two state institutions will enter and he believes there is a reasonable chance that our application might be favorably received;

3, We were No. 4 in priority in the first go-around, which was rather favorable;

4, They have approved our first application even though official notice will not be announced for several weeks.

GFB vbh

GFB

March 4, 1965

Mr. James R. Dungan, Coordinator
Higher Education Facilities Program
State Department of Education
Tallahassee, Florida

Dear Mr. Dungan,

Thank you so much for your consideration of our application for purchase of the Horton Property. We will be sorry, of course, to get this back if there should be any possibility of enough funds being available to have had it considered for the March first deadline.

In explanation of the omission of a Title Report, probably I should have emphasized at the time that this was done deliberately in the assumption that a formal opinion of title would have very little meaning before the property was actually acquired. We could have furnished a "Certificate of Apparent Ownership" if this were necessary in order to validate the other documents which refer to The Hortons' ownership of the property. The section of the regulations upon which I relied in making this assumption was Par. 170.14, which says:

"Before approving a Title I grant the Commissioner will require:

"(a) Satisfactory evidence that the applicant has or will have a fee simple or such other estate or interest in the facilities and site, including access thereto, sufficient in the opinion of the Commissioner to assure undisturbed use and possession for the purpose of the construction and operation of the facilities for not less than seventy-five years from the date of the application."

Perhaps it would be helpful to have an interpretation of the regulation in case we should want to reapply for this purchase of property. ; You will also note that the Option Agreement, which is a part of the application as Exhibit #14, stipulates that evidence of title will be furnished as part of the contract within a stipulated time after execution of the contract. This was the condition which seemed to me to cover the requirement for Title Opinion called for in the application Sec. R-3.

Mr. James R. Dungan, Coordinator

-2-

Thank you again for your courtesy in reviewing the application. We will be much interested to know the outcome of the allocation of current funds, and will hope that the financial climate is more favorable at the next deadline.

Sincerely,

Nellie M. Burmaster
Assistant to the President

NMB vbh

NEW COLLEGE
FINANCE COMMITTEE MEETING
24 March 1965
3:00 P.M.

- MINUTES -

Present:

Mr. Dallas Dort, Chairman
Mr. Summer Emerson
Mr. Benton Powell
Mr. Herman Turner
Dr. George Baughman

Mr. Walter Sonnenberg
Mr. Ralph Styles

Mr. Ralph Styles was invited to discuss his recent meetings with Mr. Horton, regarding acquisition of the Horton Property. Mr. Styles stated that New College could obtain 8 or 10 acres plus the house, and take the remainder on a long term lease, 40 to 60 years; and acquire the remaining property through the purchase of several acres at a time during the life of the lease. Mr. Styles will continue to explore this possibility with Mr. Horton and obtain the best price possible. The cost of the house and 10 acres would approximate \$180,000 plus \$50,000 needed repairs to the house for a total of \$230,000. The average cost of an acre was estimated at \$18,000. The house has approximately 15,000 square feet. On this basis it was preferred over the acquisition of 13.2 acres of Airport property. No commitment is to be made on Airport property until the next Committee meeting.

Phases II and II- $\frac{1}{2}$ of East Campus were discussed by Dr. Baughman and Mr. Styles. Unfinanced for phase II is approximately \$686,000. Dr. Baughman would like to approach Mrs. Hamilton and see if she would release her pledge for a Science building and allow it to be used for phase II. The amount is \$450,000. The unfinanced portion remaining would be \$236,000 and this could be financed by a \$60,000 government grant, if available, and a loan of \$180,000 or a \$236,000 loan from the government.

Dr. Baughman is to report back at the next Finance Committee meeting the results of the Horton property investigations; government grant and loan discussions; and the decision of Mrs. Hamilton on the use of her pledge.

Finance Committee Meeting
24 March 1965

Page 2.

Mr. Sonnenberg discussed the current financial condition and the line-of-credit New College has with area banks. To date \$200,000 of unsecured credit has been extended to New College and the area bankers have expressed the fact that they would extend an additional line-of-credit up to \$300,000 if it is secured. The first \$200,000 will remain unsecured. Approximately \$200,000 worth of unencumbered property is to be used as security at the present time. New College will need \$50,000 by 26 March 1965 and an additional \$50,000 by 31 March 1965. The banks will advance this amount during the interim that the formal arrangements to mortgage property are being made. Mr. Dort questioned the soundness of old pledges, and the status of new funds to be obtained at the average of \$30,000 per month. Old pledges appear to be sound, but slow in coming in. New funds are to be solicited especially through foundations, visits to foundation personnel, and the Women's Library Association. If the current year ends without new funds, it is projected that there will be a deficit of about \$643,000. A general discussion of New College's equity appears to give evidence that we can give enough security for covering the deficit if the bankers will accept the equity. Bankers are to meet next week privately and discuss the financing of New College operations. A complete listing of all New College properties with mortgages is to be forwarded to the Area Bankers along with a listing of known bequests and the foundations New College has solicited, amount sought, and prospects of receipt of funds from these foundations.

Respectfully submitted,



Walter A. Sonnenberg
Dean of Administration

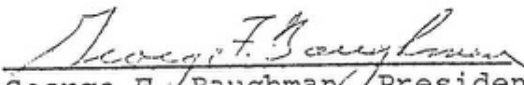
NEW COLLEGE
PL 88-204, APPLICATION FOR GRANT
Project #3
Horton Property Acquisition and Alteration

EDUCATION FACILITIES PROGRAM
STATE COMMISSION CONTROL No. 40011

SOURCE OF FUNDS P (a)

New College has funds reserved in its Consolidated Endowment Fund which are restricted to science building and equipment purposes.

This is to certify that these funds include three gifts of \$300,000, \$500,000 and \$500,000 respectively, and that the capital amounts may be drawn upon for completion of the subject project.


George F. Baughman, President

August 20, 1964

Appendix 6

Discussion Topics for Mr. Pei's Visit - 24-25 August, 1964

1. Program for West Campus - General discussion
Faculty discussions
Program circulated to faculty 30 July and provided Leonard in June
2. Schedule for West Campus
Prepare layout and site plans. date?
Complete working drawings and construction of some science laboratories by September 1966.
Be prepared to complete working drawings and construction of one dormitory by September 1966.
Campus plan, for the present, will not include Horton or Sanford property. Site plan should permit these additions to be worked in smoothly.
3. Report on Phase II East Campus. The latest schedule provided by Mr. Pei is as follows:

1 July 1964	Complete design
1 August 1964	Approval of design by New College
	Commence working drawings
1 December 1964	Complete working drawings
	Advertise for bids
15 January 1965	Award contract
15 August 1965	Complete Phase II

It is most important that dining and kitchen facilities be completed by September 1965. What is the status of the above schedule?

The conference rooms and the commercial facilities are also programmed for the East Campus, but we do not wish to proceed beyond the schematic design phase on this portion because of additional architectural costs and possible delay of the dining facilities.

We would like the whole East Campus site plan prior to September 1964 so that permanent and temporary recreational areas can be developed i.e. tennis courts, handball, baseball, volley ball, etc.

4. Contract for West Campus
7% basic fee
Transportation and maintenance - will architect assume these costs for West Campus?
Special Consultants - who pays?
Only extras authorized in advance in writing will be acceptable.
(see attached statements)

Discussion Topics for Mr. Pei's Visit - 24-25 August, 1964

August 20, 1964

Page 2.

5. We would like to build a temporary laboratory building that would ultimately serve as a maintenance building. Is the area next to Circus Hall of Fame a suitable location in the context of the overall plan for West Campus.

6. Furniture for Housing - East Campus

Budget \$300 student. Not to include carpet
Pei's estimate \$650 student (includes carpet and fee -
less carpet about \$425 student)

Ralph E Styles
Planning Officer

Appendix 7

NEW COLLEGE FOUNDATION

PURPOSE

New College Foundation has a single purpose. The support of New College in every way known to modern business and modern philanthropy. In carrying out these purposes the Foundation will hold and endeavor to enhance the assets assigned to it by New College; it will be responsible for the efficient management of the assets; it will seek new sources of support; it will provide new ideas and it will utilize new people.

HOLD AND ENHANCE ASSETS

It has been the stated intention of the Board of Trustees of New College for the title to investment assets and real and personal property held by the College to rest with the New College Foundation wherever there is opportunity for enhancing these assets. Campus land, physical plant equipment required for instructional or related purposes, all current operating funds and capital funds allocated for plant construction during any fiscal year will remain the property of New College, as will the responsibility for administering all of these. Typical assets to be held by the New College Foundation would include the Consolidated Investment Fund and off-campus real estate held for sale or investment purposes, or any testamentary or income rights in any properties or operations in which New College is the designated beneficiary or assignee.

EFFICIENT MANAGEMENT

The Foundation through its own personnel will be responsible for efficient operation so as to insure maximum return to New College consistent with sound and prudent management. Until the Foundation becomes self-sustaining, all operating expenses, services and facilities required by the Foundation will be provided and/or underwritten by New College. Where most economical and most feasible New College personnel may be utilized to carry out the work of the Foundation, subject always to mutual prior agreement with the President of the College and the Foundation and with proper accounting of the costs and services to be maintained.

There will be not less than an annual accounting of the affairs and operations of the Foundation to the Board of Trustees of New College. At the appropriate time for New College, the President of the New College Foundation will inform the President and Trustees of New College of the anticipated amount of financial support that New College may expect from the Foundation, or will need to support the Foundation during the ensuing year.

The Foundation, with direction from the President of New College, will maintain appropriate contact with government agencies and legislative bodies for the benefit of New College.

It is recommended that the President of the Foundation be an active member of the Finance Committee of New College.

NEW SUPPORT

At the present moment, some examples of new supporting efforts and ideas might include the following:

1. Determine the best means of developing the Steele Tract.
2. Endeavor to acquire "related income" properties which might be favorably tax exempt, such as Lehigh Acres, Florida or Tierra Verde, a development near St. Petersburg now held by the Murchinson Bros.
3. Investigate the possibilities of acquisition of the Ray Littrell development at Stone Mountain, Ga. with its utilities operating companies under some "related income" plan.
4. Enlarge upon limited partnership arrangements such as Arthur Allyn's Oil lease transactions.

NEW SUPPORT - cont.

5. Enlarge upon the Friends of New College activities as adjunct to the Foundation if this could provide a broader range of action without New College involvement.
6. Develop variation of living trust arrangements, especially in the local areas.
7. Form and operate the New College Press, Inc.
8. Investigate the desirability of establishing a Real Estate Investment Trust for Foundation properties.
9. The purchase and operation of the Howard Johnson Motel, adjacent to New College for eventual expansion and needs of New College.
10. Purchase, under favorable circumstances, a highly profitable manufacturing concern in Sarasota, County.

NEW PEOPLE

This could be the basic secret of real success for the Foundation.

The Foundation has practically no hard assets, so people and ideas are its real base for expansion and growth. There are a growing number of supporters and prospective supporters experienced in capital growth enterprise who would welcome the opportunity to participate. Such dynamic, dedicated people are the real potential for the Foundation as a means of accomplishing the long-range goals of New College.

In addition to the Board of Trustees members, and the Membership Corporation Members, there is proposed an Advisory Board to the Foundation. The membership of this Advisory Board may have a variety of interests and capabilities.

Nominations for the Advisory Board would be welcomed. At present, some names have been suggested as follows:

Arthur Allyn	Doyle Carlton, Jr.
Ralph J. Cordiner	Joe Bill Rood
Le Roy Collins	Alvin Hamilton
Bill Morning	Marion Frye
Joe Bians	Jack Kahn
Ray Littrell	Ed Grafton
Incumbent President of Sarasota	Joe Mercurio
County Bar Association	Robert C. Hardy
Howard A. Seider	Gil Robinson

OBSERVATIONS

Working through the New College Foundation is a bold approach for a College of our size. But this is no ordinary College. We have taken gargantuan steps in a very short period of time, but this arrangement, or a similar one, is essential to expand the future of the College, and to assure that the academic effort will not be diluted.

It will be some time before substantial returns can be realized, or until the Foundation can become self sufficient. There is almost nothing with which to start. All of the non-campus real property is already mortgaged to the maximum. The annual debt service on these properties is over \$150,000 with no net income derived from any of them. At the moment, most of the college assets are mortgaged, or serve as collateral, or are restricted.

Yet, there is a determination that New College will grow and thrive as we have dreamed, planned, and worked to accomplish. New College Foundation has an important part in the task of planning an orderly growth and helping to provide the means for this development.

George F. Baughman

Appendix 8

STATUS REPORT FOR TRUSTEES MEETING ON FEBRUARY 4, 1966

BUILDING AND GROUNDS

A contract for the construction of Phases II and II½ was signed on January 14, 1966 with Settecasi & Chillura. The official starting date was ten days later on January 24, with a contract completion date of 270 days or October 22, 1966. A penalty of \$150.00 a day will be assessed for each day late. Mr. Settecasi, the contractor, has a very fine reputation; and he has been in business for 39 years and is personally on the job every day. He claims that he has never been late on a construction completion date. Phase II consists of the lobby, lounge, dining room, kitchen, snack bar and private dining rooms. Phase II½ consists of classrooms, lecture hall, language laboratory and work spaces. This will complete the present programmed work on the East Campus and will provide facilities so that the College can function at a level of 275 students for an indefinite period. The attached cost estimate has been made for the East Campus.

Dr. Dungan, the State Coordinator for Grant Funds, visited the Campus on January 20th and reviewed our Application for Grant on Phase II½. At his request, it has now been resubmitted on the new forms for \$162,000. We have received word from Washington that our Loan Application on Phase II½ for \$182,000 has been received and the amount set aside for New College pending the final review of the application.

No further discussion with Mr. Pei has been held relative to further work when the East Campus is completed or as to additional fees for the East Campus. A great many functions which were performed in Phase I by the associate architect in residence are now being performed by the College (this is a subject of a separate report); however, the operation seems to be running smoothly. Mr. Pei has reached the limit of travel allowance that was established and agreed to for the East Campus, but no issue of this has been made.

The final plans for an addition to the Natural Science Laboratory Building are in hand. The quoted prices are as follows:

	<u>MINIMUM</u>	<u>MAXIMUM</u> *
Science Laboratory Building	\$59,843.00	\$65,718.00
Furnishings, Laboratories	47,585.00	47,585.00
Furnishings, Six Offices	1,200.00	1,200.00
	<u>\$108,628.36</u>	<u>\$114,503.00</u>

* With acid resisting pipe in place of heavy duty cast iron and with roof top exhaust fans for hoods.

STATUS REPORT

Page 2

These figures do not include an allowance for furnishings and equipment for the Social Science rooms on the West side of the building. These rooms include booths, an animal room and an equipment storage room. To provide for this and contingencies, we should budget \$125,000 for the building and furnishings.

This addition can be completed in approximately 60 days and will provide for the Natural Science requirements for the third year and continued operation at a 275 student level.

Assuming that Phases II and II $\frac{1}{2}$ are ready by early Fall and that we crowd in and make-do until it is ready, we will require four office rooms for Humanities and four office rooms for Social Science or a total of approximately 1,000 square feet. This could be provided on the second floor of the barn provided the Sanford House or some other arrangement has not been made.

A request has been submitted to Dr. Dungan, the Florida Coordinator for Grant Funds, asking that Project Fla 4-0173 be modified so that the remaining funds be used for the purchase and remodeling of the Sanford House. The initial project was for \$375,000 (\$125,000 or 1/3 grant) to be used for converting College Hall to a library, converting the old swimming pool to a lecture hall, and building a stack building on the North of College Hall. \$283,495 (\$94,465 or 1/3 grant) of the initial project funds have not been spent.

A lease on the 13 $\frac{1}{2}$ acres adjoining the East Campus should be consummated this month. This property will protect the present Campus investment. Some of the old barracks buildings can be painted and used for storage, maintenance shops, student recreation and laundry facilities. The present storage and maintenance building has been "borrowed" from the airport for six months. We have been in it for 18 months rent free and may be asked to move anytime.

RING-PLAZA MOTEL

This 14 room and office Motel was acquired on December 28, 1965; and one office was immediately occupied so that as of the 1st of January, it was devoted to College use for tax purposes. It is now fully utilized. It has been a tremendous relief to the College requirement for office space. Since the first of the year, the Comptroller, Purchasing, Receiving and Mailroom have been located in the South wing. Also in the South wing is the Director of the Physical Plant and an efficiency apartment for the night watch-
The Motel with more than twice

STATUS REPORT

Page 3

the space devoted to it on the West Campus. The Natural Science faculty members have moved into the North unit, and the "Catalyst" offices are moving this week to much improved quarters. Thus, the faculty office house in the Uplands which has been a bone of contention because of zoning for over a year has now been vacated and is converted to a faculty residence. The head librarian on leave from Wilkes College is now in residence. A barracks building that was leased from the Airport at \$100.00 a month and used as supplemental office space has now been vacated, and the former bookstore on the West Campus is now used as an additional classroom.

Effective January 1, a full time night watchman was hired in lieu of the hourly patrols by the Sarasota Merchant Patrol. The former manager of the Motel has remained as our night patrol. He is on call by telephone at all times at night when not patrolling. He has been designated "a special police officer" by the Sarasota Police Department and full cooperation is maintained with Chief Scott of the Sarasota Police. The Sarasota-Bradenton Airport patrol, a full time security patrol, has also been asked to cooperate with the College in keeping our area under surveillance. Our patrolman is acquainted with the Airport patrol and can call on them if needed.

OFF CAMPUS PROPERTY FOR SALE

The Sugg lots in Bradenton have been disposed of in the trade for the Motel. The Weldy house was sold, and the College now has only two houses for sale. One of these is the Denman House on which Mrs. Denman pays all costs until it is sold. The other is 1415 Westway Drive which has been shown on the average of once a week during the past two months. The six months in multiple listing will expire on February 4th. I see nothing to be gained in continuing it in multiple listing. We will continue it in open listing with every effort to sell it. The Baughmans will move out about the end of March. A portion of the furniture belongs to the College and with the rugs and drapes should be attractive as a potential sale. Pictures will be made of the interior before the Baughmans move so that they can be used to assist in the sale. The College has acquired 72 acres, the Dort gift, which is now listed for sale. This acreage is located on Cattleman Road at Porter, about five miles east of Tamiami Trail.

STATUS REPORT

Page 4

It is undeveloped cattle land, fenced and zoned for light industry. One lot on South Shore Drive is being given to the College by Mr. Herbert Schlechter. The lawyer is drawing up the papers now. This is a waterfront lot with a fine seawall. It has been priced at \$18,000. When arrangements are final, it will be listed for sale.

LONG RANGE PLANNING

Nothing has been done on long range planning in the past year. A program has been compiled which represents the facilities required for a College with a 1200 student enrollment. The following basic questions have to be answered before an architect can make up a master plot plan for the Campus:

1. What does the Campus include? Does it include the Horton property, Pine Acres, the Sanford property or the 30 acres of bay fill?
2. What special permissions will the Ringling Museum grant to New College? Will they break down portions of the North wall to permit crossing to the Caples Estate? Will they permit building a causeway in front of the Museum connecting the Caples Estate? Where will they let us have a road right-of-way connecting the East and West Campus?
3. What is the long term status of College Hall?
4. Who will be the architect to draw the Master Plan?

Thought has been given to each of these problems and recommendations can be made.

R. E. Styles
January 28, 1966

Appendix 9

Attachment A
New Foundation, Incorporated
Meeting of the Board
February 23, 1966

NEW FOUNDATION

Office of The President

February 21, 1966

Dr. John Elmendorf, Chairman
New Foundation Board of Trustees
New College
Sarasota, Florida

Dear Dr. Elmendorf:

My acquisition of the world famous Sarasota Jungle Gardens, as an investment, my desire to utilize a lifetime of valued experience in many phases of education as an Educational Consultant, and my wish to lessen the demands of the last few years on myself and my family, prompt me to submit my resignation as President and member of the Board of the New Foundation on the termination of the current contract, August 31, 1966.

In the interim, I should wish to advise you that I have accepted a classified active duty assignment in behalf of the U. S. Navy Department beginning March 1, 1966 and extending possibly 12 - 15 days. Also, in the spring, Mrs. Baughman and I have an invitation of Her Majesty the Queen, the British Government, and the Order of the British Empire, to which I belong, which will require our presence in England for a period. We will remain there and in Europe for approximately 4 - 5 weeks. We will welcome our first and only vacation in five years.

Respectfully,

/s/

George F. Baughman

Appendix 10

REVIEW OF PHASES II AND II ½ East Campus

1. Step by step progress
2. Four letters relating to final settlement with Pei on East Campus complex

ADDENDUM

Phase II and II ½ - in detail

- December '65 Bids asked for Hamilton Center.
- January 11, '66 Bids opened low bidder Settecasi and Chillura. Bid \$818,734 Phase II, Phase II ½ \$330,880 - 10% higher than Pei's estimate.
- January 14, '66 Contract awarded. Completion date Oct. 22, 1966 - 270 days Only 1 month late for entering classes in Sept. Ceremonial ground breaking 18 Jan. 1966.
- January 24, '66 Work begins.
- February 9, '66 W.F. Bach - HUD Field Engineer visited site.
- March 11, '66 Contractor slightly ahead of schedule.
- March 17, '66 Peed and Pizencher (Pei's office structural engineers) visit the site.
- March 18, '66 Mr. Bach HUD inspected site.
- April 2, '66 Mr. Michael Thorpe, Equal Employment Opportunity of HUD visited. 1 day lost rain.
- April 9, '66 Temporary delay in bricklayings. Bricks 2 5/8 thick, ordered 2 ¼. Rain delay 1 ½ days.
- April 14-15, '66 Peed and Norris from Pei visited resolved brick problem. Inspected forms for architectural concrete.
- April 21, '66 W.F. Bach HUD interviewed worker as to pay and treatment. In good order. Sam Goethe and John Wilson, mechanical and electric engineers inspected.
- April 29, '66 Building suspended for 7 days. -----superintendent suspended. 3 walls had to be redone. Early delivery of Hamilton Center now impossible. Bid Oct 22 still possible. And will try for earlier.
- May 16, '66 One day walk off of all common laborers. Shut down all brick laying.
- June 20, '66 28 bricklayers on the job and truck delivery of brick from Pennsylvania started to speed delivery.

July 1, '66 Inspection by Mr. Bach, HUD engineer. Heavy rain—1 day lost.

July 4, '66 Holiday — 1 day work lost.

July 16, '66 Contractor slipping behind schedule.

July 27, '66 Inspection by Mr. Bach, HUD.

August 27, '66 Increased workforce to try to complete by Oct. 22, contract date for completion.

September 3, '66 Mr. Bach, HUD on site for 2 days. Very satisfied with work and the college management and supervision.

September 10, '66 Last shipment of brick arrived.

September 20, '66 Shelton Peed, I.M. Pei and W. Bach, HUD field engineer spend 2 days. Happy with the work but not the speed.

September 24, '66 Crews worked over weekend-- worked 8 hours and began 9 hour days during the week to try to complete on time.

September 17, '66 Mr. Bach HUD visited site to push progress.

October 8, '66 Settecase and Chillura forced into involuntary bankruptcy. Abandoned project 10 Oct. Bonding Co. takes control of project. 4 extra days allowed due to weather, so 27 October is contract completion date.

October 11, '66 Bonding company took over and had Graham Contracting Co. and their superintendent on site.

October 12, '66 Mr. Bach on site.

October 16, '66 Peed on site to meet with Mr. Graham. Back on 19 Oct. for more consultation.

November 3, '66 Iron workers union picketed, all other crafts walked off. Reason-use of Non-union workers.

November 12, '66 Week ending — Labor union picketed. All left job except for a few Carpenters and laborers brought from Orlando.

November 14, '66 All picketing stopped—all crafts back at work.

November 16, '66 Pickets start again—all crafts leave.

- November 26, '66 Pickets continue. Only non-union workers on job.
- December 3, '66 Pickets continue.
- December 7, '66 Peed, Morris and Coagin from Pei's office. Grahams attorney Messner, Graham, Elmendorf, Styles, Schuter and Icard attorney for New College, MacDonaly attorney and Leatherman of Fidelity Bonding and Goethe engineer meet to see what could be done to expedite project.
- December 17, '66 (week of) No picketing. All trades back on job. Progress continued a pace. But our wonderful project inspector, Claude Schuter, resigned as he had planned. He had been with the project since construction started on Phase I and had planned to see it through, when the expected completion was October. D.E. Koch, father of pro-golfer Gary Koch assumed Schuter's job. He had been with Hamilton Center since the start as the concrete supervisor.
- February 9, '67 Mr. and Mrs. Flambert the kitchen consultants spent 2 days inspecting installation of kitchen equipment. Quality of workmanship was exemplary.
- February 22, '67 I.M. Pei and Shelton Peed inspected project in general pleased, but disturbed over delays.
- March 1-2, '67 Mr. Bach from HUD inspected also Goethe design engineer.
- March 21, '67 Peed and Graham spent 2 days resolving outstanding problems.
- March 31, '67 (week ending) Pei's architect and engineer, Bach of HUD, Goethe and Wilson mechanical and electrical engineers inspected.
- April 14, '67 Pei's architect and engineer and Goethe all on site for 2 days.
- April 21, '67 Took beneficial occupancy Phase II. Carpeting and furnishing began.
- April 28, '67 (Friday) Meals served beginning with lunch. Phase II ½ occupancy
3 May - 183 days past contract completion date and nearly two years after the initially planned completion.
- May 4, '67 (Thursday) Formal dedication.
- May '67-May '69 After a prolonged court battle in which New College settled for the Payment of 37.8% of the \$105,657.41 still owed by New College. Besides the \$150 a day for the 183 days late on completion, New

College had withheld 10% of the construction cost as the building progressed and we were credited with other damage to the college for not having the facilities on time.

At this point we had a final reckoning with Mr. Pei's office in regard to their final invoices (See additional pages of correspondence.) attached hereto.

Although the bankruptcy of Settacasi and Chillura was a bitter pill in 1966 when three classes had to take their meals in the makeshift arrangements in College Hall, we survived and probably would have had more financial problems paying the full amount owed in Sept. of 1967.

President

I.M. PEI & PARTNERS Architects

I. M. Pei FAIA
Eason H. Leonard AIA
Henry N. Cobb AIA
Araldo A. Cossutta AIA

Senior Associates
Leonard Jacobson AIA
James L. Freed AIA
Werner Wandelmaier AIA

May 16, 1969

Mr. Ralph E. Styles
Planning Officer.
New College
Sarasota, Florida 33578

Dear Ralph:

After all the effort and grief that has gone into your development, we are happy that the first phases are now complete. We hope that the litigation and problems of payment were resolved to your satisfaction.

At this time I hope it is appropriate to submit the final statement of our unpaid invoices. We would appreciate your approval and payment at your earliest convenience.

It is good to hear from you and though we did have some difficulties with your project we were happy that you were on the team and we did enjoy working with you.

Best regards.

Very truly yours,

I. M. PEI & PARTNERS

Eason H. Leonard
Eason H. Leonard

EHL:jmd
Enclosure



I.M. PEI & PARTNERS Architects

I. M. Pei F.A.I.A.
Eason H. Leonard A.I.A.
Henry N. Cobb A.I.A.
Araldo A. Cossutta A.I.A.

Senior Associates
Leonard Jacobson A.I.A.
James I. Freed A.I.A.
Werner Wandelmaier A.I.A.

May 13, 1969

Schedule of Unpaid Invoices
as at May 13, 1969.

New College

	<u>Invoice No.</u>	<u>Invoice Date</u>	<u>Amount</u>	
6324-04	208	2/4/66	\$ 779.44	
6324-08/16	457	4/20/67	601.23	\$ 779.44
	751	7/18/67	18,466.30	
	174	1/30/68	1,468.62	
	186	1/30/68	3,646.05	
			<u>24,182.20</u>	
Total Amount Outstanding			<u>\$24,961.64</u>	

June 11, 1969

Mr. Eason Leonard
c/o I. M. Pei & Partners
600 Madison Avenue
New York, New York 10022

Dear Eason:

I apologize for not having answered your letter of May 16th sooner, but I have been away on a little vacation.

We had hoped that possibly there would not be any additional architectural bills associated with the project. True, we had received Invoice No. 751, but this was submitted at our request in order to enumerate all the possible claims for extras in the counter suit against the bonding company. These costs, however were not covered by the final settlement.

The project, as you know, far exceeded the budget outlined to you at the start; we have considerably exceeded without complaint the reimbursable travel expenses authorized by the contract. We were able to carry out the second phase of construction without your having to provide an architect in residence; and through these years of association, we have felt a sense of truly working together - pioneering both in innovative education and good architecture in this area of Florida.

Starting a new college has entailed a great deal of expense, especially in attempting to stay with the quality exemplified in our buildings. For the above and other reasons, we would like very much to credit I. M. Pei and Partners, with a founding gift to New College of the amount of your invoice. If this is acceptable to you, please let me know and I will see that proper recognition is given.

Sincerely,

cc: John Elmendorf ✓

RES/la

R. E. Styles
Planning Officer

I. M. PEI & PARTNERS Architects

July 1, 1969

Mr. R. E. Styles
Planning Officer
Office of Resources and Planning
New College
Sarasota, Florida 33578

Dear Ralph:

We have reviewed your letter of June 11, 1969, in which you suggest that we make a gift of the amount invoiced for our final payment.

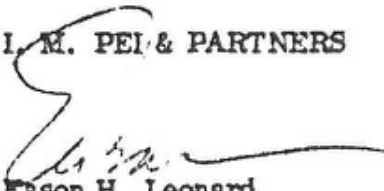
We would not want a misunderstanding on the costs we assembled for your claim; these costs were "actual expenditures". For various reasons, all of which you are aware, your was an extremely difficult project. Many of the hardships were beyond our control. Final accounting indicates that our cost now stands at \$103,000 in excess of the amounts collected. This includes the \$24,964 on our last invoice. It is my guess that you have had few donors make such a contribution to New College. We, therefore, cannot find the justification for making a further gift.

In view of the very substantial assistance given to you by our staff and our legal counsel (whose fees are not being charge to you) I think we have every right to expect full payment of the amounts due us by contract.

We wish New College every success, but hope that you will consider approval and payment of this amount at your earliest convenience.

Very truly yours,

I. M. PEI & PARTNERS


Eason H. Leonard

EHL:jmd

Dr. Elmerhof
I. M. Pei F.A.I.A.
Eason H. Leonard A.I.A.
Henry H. Cobb A.I.A.
Amado A. Comella A.I.A.

Associate Partners
Leonard Jacobson A.I.A.
James L. Freed A.I.A.
Werner Wandelmater A.I.A.



August 7, 1969

Mr. Eason Leonard
c/o I. M. Pei & Partners
600 Madison Avenue
New York, New York 10022

Dear Eason:

Your letter of July 1, 1969 is acknowledged, and I would like to refer to your letter of May 16, 1969, with the schedule of unpaid invoices totaling \$24,961.64, which I would like to discuss. First, there are those charges which should not be made against New College:

Invoice No.#208 - I thought that this had been withdrawn. If you remember, New College was invoiced 7½% of \$10,392.50, which was the contract amount for landscaping Courts II and III. The Phase I construction contract contained an allowance of \$3,500 for landscaping. Mr. Pei and Mr. Reasoner used this allowance in landscaping Court I alone. We paid 7½% of this \$3,500 to you as part of the fee for Phase I. The landscaping plans for Courts II and III were later drawn up by Lane Marshall. He supervised the bidding and installation and New College paid Marshall for this; consequently, we do not feel that we should pay two fees for this landscaping service.

\$ 779.44

Invoice No.#457: -dated 4/20/67 - This invoice covers transportation and expenses under the \$15,000 ceiling which has been overpaid. (See Article 14 of the contract)

\$ 601.23

Invoice No.#186: dated 1/31/68 - We were invoiced 7½% of the original bid amount as fee. This would be acceptable if the contract had not considerably exceeded the budget, and we were forced to substitute materials to bring the cost down. The initial substitutions agreed to amounted to \$44,048.96, and contract was signed for a project construction cost amounting to \$1,149,614.00 less \$44,048.96 changes or \$1,105,565.04 (See Article 2.1). A fee of 7.5% on this project construction cost would amount to \$82,917.35, and our payments to date of \$82,575.00 would leave \$342.38 due. We have paid a bill separately to Mr. Geethe for redesign work in the kitchen.

Second, there are items which should represent a credit to New College:

a. We have overpaid the \$15,000 contract travel allowance for the East Campus development by \$3,444.62.

\$3,444.62

b. We paid for the full \$3,253.55 printing bill for plans and specifications for Phases II and II½. The architect normally pays for some of the sets.

4/24 X \$3,253.55 = \$ 542.26

c. We were charged for two change orders in Phase II and II½ that are attributable to Architect/Engineer errors:

Catch basin - (Details omitted from plans) \$ 3,526.61

Convactor covers-

Shop drawings were stamped "approved as noted" and covers were manufactured accordingly. They eventually had to be modified at a cost of \$5,055. New College accepted \$2,310.00 of this.

\$ 2,310.00

d. Landscaping in the amount of \$13,587.00 was removed from the construction contract for Phase II and II½ and was done by Lane Marshall. New College had paid \$1,019.03 in fees to the architect for this item.

\$ 1,019.03

Total \$10,300.26

Third, there is Invoice No. #757:

This invoice was submitted at the request of New College in order to substantiate a claim against the bonding company for purposes of negotiating a settlement. It was accepted on that basis and not as a total obligation of New College. Had we collected the full amount claimed from the bonding company, then this would certainly represent a bona fide claim against the College. We settled for \$39,952.96 of \$105,567.41 claimed or 37.8%. On this basis, should not a reasonable settlement of this invoice be \$18,466.30 X 37.8% = \$6,980.26? If the invoice

is analyzed, one finds reimbursable expenses of \$4,696 which have overrun Article 14 limits, legal fees which you say in your letter of July 1, 1969, are not being charged, and charges for extra services rendered starting with December 1, 1966. The construction time was 270 days ending initially on October 22, 1966. It was recommended by you that the construction contract time be extended for the contractor by 25 days. Twenty five percent of the 270 days would be 68 days (see Article 4.8), which would mean early February not December 1st as the start of additional architect fees under this provision.

Lastly, there is Invoice No. #174:

This invoice is considered fully justified because it represents time and travel beyond contracted architectural services. These services were rendered in attempting to affect a settlement with the bonding company and contractor after the buildings were completed.

\$ 1,468.62

In summary, we view the outstanding obligations as follows:

	<u>Credit Client</u>	<u>Credit Architect</u>
Invoice No. #208	Cancelled	
Claims against Architect	\$3,444.62	
	542.26	
	3,526.61	
	2,310.00	
	1,019.03	
Remainder of fee -		
Invoice No. #186 (modified)		\$ 342.38
Invoice No. #174		1,468.62
Invoice No. #751 (modified)		6,980.26
Invoice No. #457	Cancelled	
	\$10,842.52	\$ 8,791.26
	- 8,791.26	
Balance due New College	<u>\$ 2,051.26</u>	

I regret that we have reached an area of misunderstanding,
but I hope that we can find a common ground.

Sincerely,

R. E. Styles
Planning Officer

RES/la

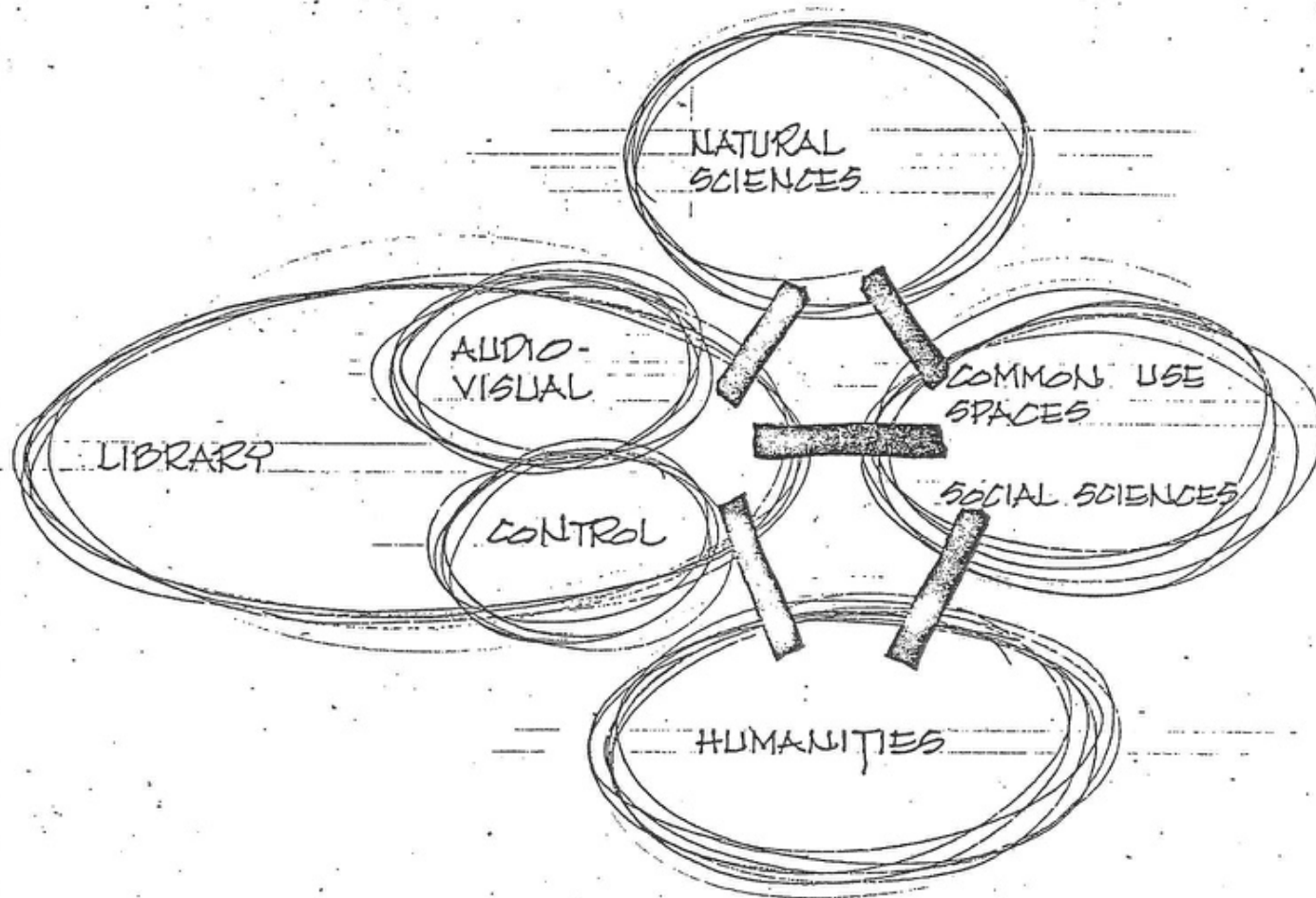
cc: Dr. John Elmendorf ✓

Appendix 11

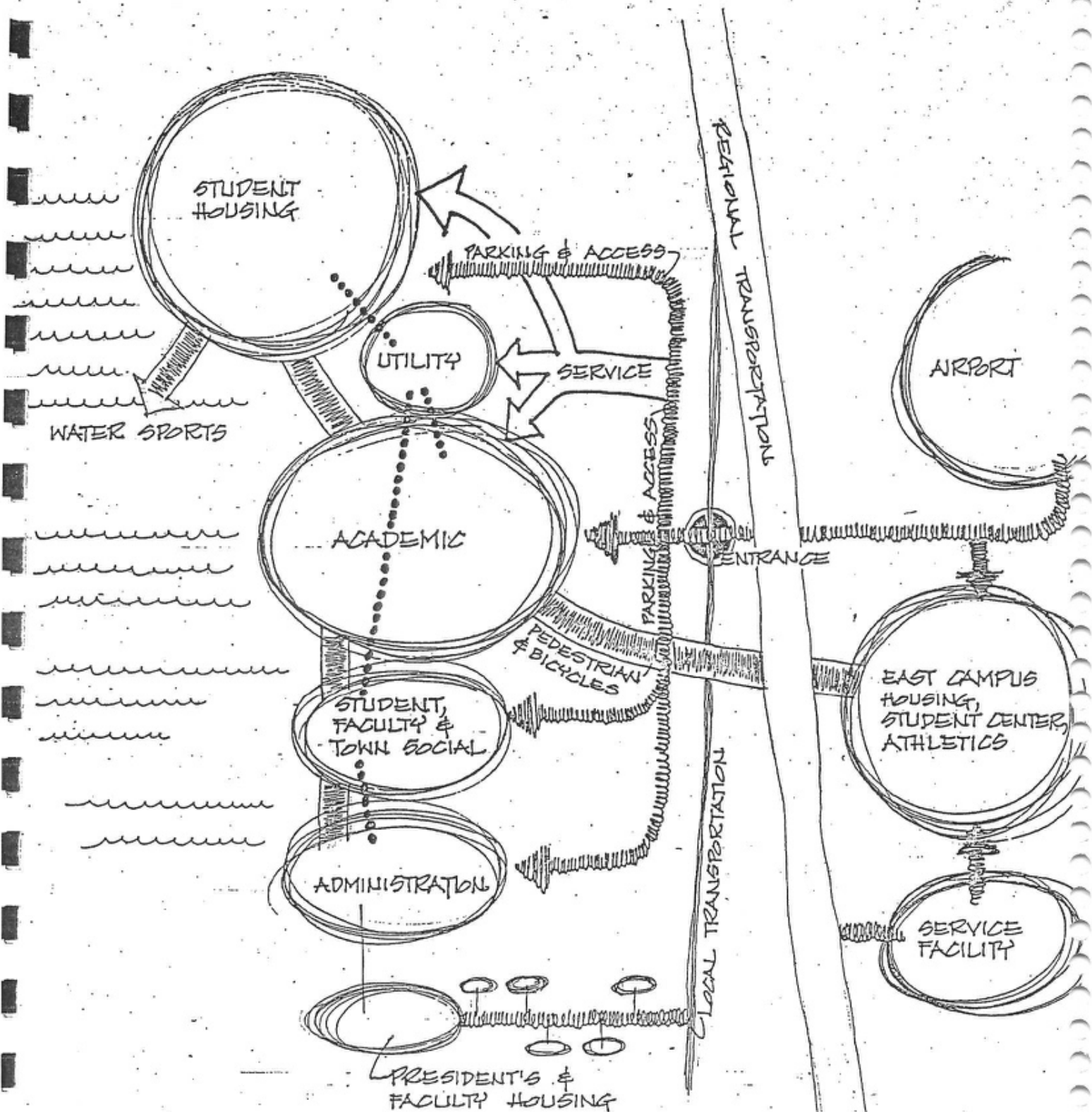
Pei's planning of West Campus

BASIC ACADEMIC RELATIONSHIPS

Per



CAMPUS FUNCTION DIAGRAM



PARKING

EAST CAMPUS
FIELD SPORTS, SWIMMING
POOL

COLLEGE HALL

ACADEMIC

EATING

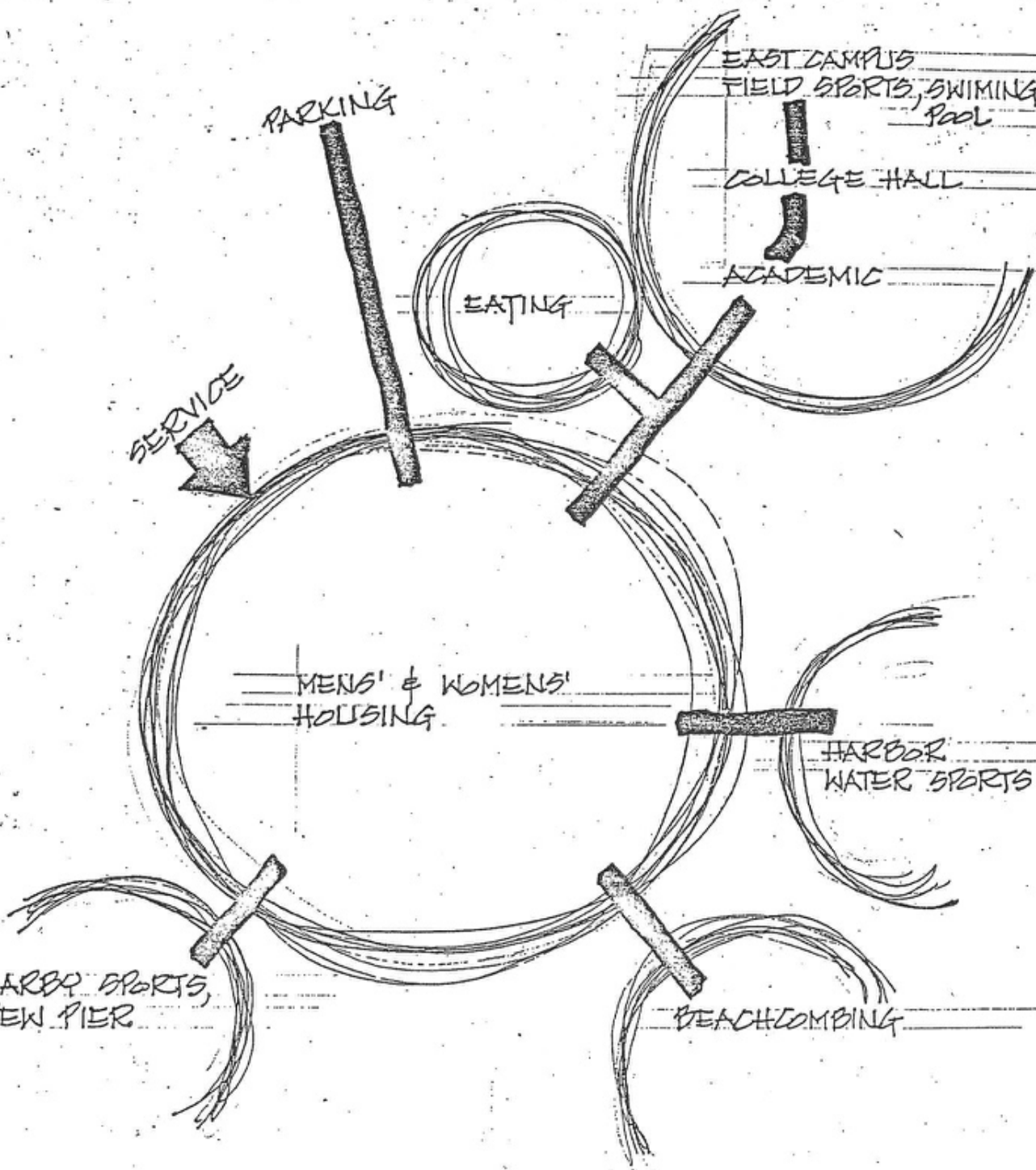
SERVICE

MENS' & WOMENS'
HOUSING

HARBOR
WATER SPORTS

NEARBY SPORTS,
CREW PIER

BEACHCOMBING



RECOMMENDED ACTION

1. APPROACH MUSEUM BOARD AND STATE GOVERNMENT CONCERNING PEDESTRIAN AND BICYCLE WALK (THE "UMBILICAL CORD") AND TAMiami TRAIL UNDERPASS.
2. ACQUIRE PROPERTY NECESSARY FOR EXTENSION OF GENERAL SPAATZ BOULEVARD AND IDENTIFICATION SIGN.
3. NEGOTIATE REMOVAL OF ^{BON} SEIGNEUR CONSTRUCTION RESTRICTIONS AND ACQUISITION OF THE RESIDENCE FOR TEMPORARY CONSTRUCTION HEADQUARTERS, LATER REMOVAL.
4. PURSUE CLEARANCE, LOCAL AND STATE, FOR REARRANGEMENT OF SHORE LINE AND DEVELOPMENT OF LOW-PROFILE HARBOR-PROTECTING SAND KEY; PURCHASE OR EXCHANGE BAY BOTTOM OWNERSHIP TO INCLUDE AREA OF KEY.
5. OBTAIN APPROVAL IN PRINCIPLE FROM LOCAL ZONING BOARD BEFORE PROCEEDING WITH FIRST CONSTRUCTION WORKING DRAWINGS.
6. PURCHASE AS THEY BECOME AVAILABLE THE INDICATED SEVEN RESIDENTIAL PROPERTIES OF THE UPLANDS FOR FACULTY-STAFF RESIDENTIAL USE.
7. ACQUIRE, IF POSSIBLE, THE ENTIRE ^{ZINN'S} ~~ZINN'S~~ RESTAURANT PROPERTY SO THAT THE COLLEGE AND THE STATE MUSEUM MAY BE PROPERLY PERCEIVED AND ANNOUNCED TO TAMiami TRAIL TRAFFIC FROM THE NORTH.

Appendix 12

January 19, 1967

MEMO FOR FILE - Campus Planning

Ralph Styles reported to JE and me this morning on his meeting Friday in Miami with the firm of Pancoast, Ferendino and Grafton. He was highly impressed with their operation and staff and thinks that they would do a first-class job for us. They took him on a tour of the South Campus of Dade County Junior College. They have carried 7-1/2 million dollars worth of construction through to completion there in about two years, starting from scratch with development of a master plan.

The firm has submitted a proposal to do the New College master plan for \$20,000, with \$5,000 to be credited toward the architect's fee on the first million dollars worth of construction, assuming that the firm does the architectural planning for that construction.

Ralph and JE both thought the price a reasonable one.

Ralph said we should make it clear to them that the master plan should be tied in with all parts of the campus, including the Horton property.

Ralph agreed to get an estimate from them on the cost of 1,000 copies of a master plan brochure. This would not be included in their basic cost figure.

He is also going to check with them on the provision of architectural renderings in connection with the master plan.

Their proposal gives them 120 working days, or about six months, to do the plan, once they have received from us all requested information that will enter into preparation of the plan. Ed Grafton told us when he was here that they could do it in 80 days, but Ralph said they preferred to give themselves more leeway in the contract.

Grafton is prepared to come here on the 23rd of January to present the proposal to the Executive Committee, if we wish him to do so.

cc: President Elmendorf
Captain Styles

Appendix 13

February 24, 1967

MEMORANDUM TO: President Elmendorf

FROM: R. E. Styles

SUBJECT: Visit of Mr. I. M. Pei

Mr. Pei spent approximately 2 hours looking over construction and building on East Campus. The following were areas of his concern;

1. Mr. Pei looked at the Oak tree that we plan to transplant into Hamilton Court and he felt that it was too small. After discussions with Mr. Lane Marshall, he was assured that this was the largest tree that could be moved with local equipment with any assurance of its survival.
2. Mr. Pei was concerned about the steel stains on the under side of the cantilever beams on the west portion of Phase II $\frac{1}{2}$. The steel is too close to the concrete. The structural engineer will look at this and make recommendations.
3. He expressed concern over the outlets in the center of the lecture auditorium ceiling and would like to have them placed elsewhere.
4. He would like to have the two palm trees removed from the Pine Court on the west side of Hamilton Court.
5. He is concerned about the furniture for the lobby (the room with the skylights). He would like to re-study the furniture that we have for it and be sure that we do not have any rugs. He wants a bare floor with light wrought iron furniture and tall potted palms. He suggested the Phoenix Reclinata, but Mr. Marshall did not feel that it would do well indoors.

6. Mr. Pei did not like the two light fixtures in the overhead hallway leading to the President's wash-room. He did not object to these same fixtures in the long hallway leading to the kitchen.
7. Mr. Pei stressed the point that we should have more planted climbers on the brick walls throughout the project. He wants to ensure that we do not trim the climbers in the housing court but let them grow and cover the walls and stairways. He particularly wants climbers planted in the planters of the President's patio.
8. There are several cracked bricks on the west wall of the President's patio that must be replaced.
9. The drinking fountains in student housing should be kept clean, and if we continue to require drinking fountains in the housing courts, he will substitute concrete fountains.
10. In Court #1 there are two planter boxes that are completely bare. These should be planted with a ground cover that grows in the shade.
11. He was concerned about the trash can situation and would like to have us try to solve the trash pick-up. He would like for us to try a plastic bag pick-up in the courts or some other means and then if this is not successful he will design a trash container that can be hidden under the stairs. A larger plastic container placed under the stairs might solve the problem now better than the metal cans.
12. Someone has written with crayon all over a brick wall in Court #1. This should be cleaned.
13. Mr. Pei thinks that the gold tree in Court #3 should be replaced.

14. He would like for us to try to use some bougainvillea wherever possible.
15. He asked Mr. Marshall to review the landscaping in the three housing courts and to make his recommendations on how they can be improved.
16. Mr. Pei thought that the bottle brush tree in Court #2 was a particularly good specimen.
17. Within all the housing courts, ceramic tile is missing. This is also true in the interior entry ways to some of the rooms. An all out effort to replace missing and loose tile should be made.
18. Mr. Pei urgently requested that we assign one man as gardener to the East Campus flower boxes. We normally do have just one man assigned but additional work has necessitated his work in other areas lately. All the ground cover in the housing court planters should be kept trimmed.
19. He would like to have the students interested in taking pictures of the courts from various angles and he would like to take a chance to look at these pictures for possible use in some of the competition that he plans to enter the complex.
20. Mr. Pei would like to transplant the tree with the red berries now located in the center of the Motel as a replacement for the dead tree at the entrance to Court #3. There are also three very beautiful citrus trees on the south side of the Motel that he thinks are fine specimens and would look good in the court.
21. Mr. Pei wanted to change the ground cover in the citrus planter on the west side of the dining hall to a long bladed grass or sod similar to that in the royal palm court. He particularly wanted to find matched tree specimens for the planters in the lecture room area.

22. Mr. Pei indicated that he would take immediate steps to correct the design of the fountains so they would operate without danger to students.

I told Mr. Pei that we would make an all out effort to have the landscaping and appearance of the complex at its best by early May for the dedication. It may be possible to have a professional photographer take the pictures for the various competitions at that time. If not, then between May and August, the height of the growing season will be the best time. The plastic globes which have been on order for the external lights should arrive next week.


R. E. Styles

cc: Mr. McVickar
Mr. Minter

Appendix 14

Status Report for Trustees Meeting on May 4, 1967

East Campus

1. Hamilton Court - At long last the East Campus facility is nearing completion. Beneficial occupancy of Phase II was assumed on Friday, April 21, 176 days after the contract completion date. Phase II½ should be ready this week. The bonding company is liable for liquidated damage of \$150/day for each day late or \$26,400. Other damage claims such as legal fees, additional architectural fees and added costs to the College will be filed by the College.

Last October, when the contractor, Settecasi and Chillura went bankrupt the College had 3 choices: (1) to continue with Settecasi and Chillura without liability of the bonding company, (2) select our own contractor and complete with College money and if constructions costs ran over, attempt to recover from bonding company in court or (3) let the bonding company complete project with their contractor and withhold final payments until all damages were settled to the satisfaction of the College. The third course of action was clearly the only one to follow, although we sacrificed a degree of control over the contractor and faced the possibilities of delay. The College has held the line on demanding that the project be of the quality called for in the specifications altho to do so sometimes has resulted in delay. At this time, there remains to be paid \$25,000 for final construction items plus the amount of \$110,402 which is being withheld until all claims are settled and all liens released.

2. East Campus Construction Review - The following recapitulation was prepared by the controller:

April 30, 1967

	<u>Budget</u>	<u>Actual</u>
<u>Funds Available</u>		
HHFA Bonds of 1964	\$2,545,000	\$2,545,000
Title III Bonds of 1966	182,000	182,000

Budget

- 2 -

EFL Grant	25,000	25,000
Title I Grant	157,868	80,134
Honore Palmer Funds	235,000	235,000
Marjorie Hamilton Funds	450,000	444,985
General Funds	69,341	-0-
Sub-total	<u>\$3,664,209</u>	<u>\$3,512,119</u>

Expenditures

Residence Hall Construction	\$2,120,883	\$2,129,199
Residence Hall Furnishings	111,991	111,847
Hamilton Center Construction	886,985	779,079
Hamilton Center Furnishings	80,000	45,884
Classroom Facilities Construction	362,350	326,463
Classroom Facilities Furnishings	102,000	9,638
Undistributed Expenditures	-0-	93,981
Sub-total	<u>\$3,664,209</u>	<u>\$3,496,091*</u>

<u>Balance</u> (Cash in Bank)	<u>-0-</u>	<u>16,028</u>
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*This does not include the 10% retainage on present construction.

3. Present Construction Review - Phase II will be completed and furnished for about \$60,000 under the above budget. Phase II½ will be completed within the budget and the installation of approximately \$60,000 worth of electronic equipment (television, central recording equipment and intercom) and carpeting, will be delayed until owners funds are available. However; any additional amounts spent on Phase II½ for electronics (television, central recording and amplifier system), carpeting, etc. will be partially reimbursed as 1/3 the cost is approved for grant by the government.

The following summary is provided of funds required to complete Hamilton Court:

Cost to complete	\$ 25,000
10% retainage	<u>110,000</u>
Total to pay for project	\$135,000
Less available cash	16,028
Government grant uncollected	30,000
Liquidated damages	<u>26,400</u>
@ \$150/day	
	<u>\$ 72,428</u>
Required	\$ 62,572

Palmer Campus

1. Sanford House - The plans and specifications for remodeling the Sanford House have been approved in Atlanta; and Washington authorized New College to advertise for bids on April 17, 1967. Five construction companies are preparing bids which will be opened May 10; and if the price is reasonable, a contract will be awarded. The following would be the schedule:

May 10 - Open bids. Submit bid tabulation to Atlanta, H.U.D. for approval of contract award.
May 20 - Award contract
May 30 - Commence construction
September 30 - Completion
Source of funds - Project Fla 4-0173, \$375,000 total project, of which \$125,000 or 1/3 is a government grant. We have spent to date since June 1964 on remodeling and equipping College Hall as a library. \$100,000
Purchase of Sanford House 80,000

Total \$180,000

One-third of this is refundable when the final contract of the project is awarded (the contract to repair the Sanford House).
Refundable (immediately) \$ 60,000

When this \$60,000 is spent on remodeling and equipping the Sanford House, then we are eligible for 1/3 of the \$60,000 or \$20,000, thus the first \$90,000 of cost for the Sanford House would be government funds. If the cost of construction, furnishing, architect's fees, etc. exceed \$90,000, then 2/3 of any additional money would have to be provided by the College. The total budget for remodeling, rewiring, A/C, re-roofing, furnishing and fees should come close to the \$90,000 figure. We will not know until bids are opened. No structural changes are being planned - only necessary repairs to make maximum use of the house for classrooms and faculty offices. However the air conditioning system is being designed so that it could become part of a future central system on the Palmer Campus. This in itself involves extra cost but is considered wise.

Kannenbergh and Hanebuth, the local architects who have drawn up the plans and specifications have been most cooperative. They have agreed to delay payment of their fees until the College receives the project money from the government. It has been beneficial to the College to get these gentlemen involved. They are two highly respected and long-time citizens of Sarasota who had many reservations about New College, most of which have been dispelled by first hand contact resulting from the work they've done on campus.

College Hall

With the completion of Hamilton Court, the library can now have room to continue its expansion. The language laboratory on the 2nd floor will shortly be moved to the East Campus where it will become the basic installation of a 36 booth system. The dining room and West patio can now become a reading room and stack area. The extra kitchen equipment can be moved out and the building will have a more orderly opportunity to serve the purpose for which it was intended.

Off Campus Property for Sale

An agreement to sell the Central Broadway subdivision was signed on April 28, 1967 for a total sum of \$789,500 which will net the following to New College.

\$675,000 (\$500,000 cash/remainder within 4 years @ 6 $\frac{1}{2}$ % interest).

\$10,000 additional available (\$2,500 Mo. till closing).
Payment of all fees to rezone property.

This property is being sold to Hewitt-Kimberly Corporation (Mr. Kimberly is the owner of Kimberly Clark) which plans a 7 story hotel/boatel. City planners are most enthusiastic for this type business as a complement to a future convention center which would encompass the present auditorium area.

We are now drawing up an agreement with the Industrial Development Commission of Sarasota whereby they will pay the taxes on the Dort Tract for 3 years and assist in the sale of the property if the College will agree to sell the property in small tracts to new industries which are willing to purchase. A tentative pricing of the tracts would net the College approximately \$75,000 when all portions are sold.

Off Campus Property Not for Sale

The 3 guest houses at Jungle Ways/Siesta Key are now leased to faculty members.

Both the main house and guest house on the Crane Property on Longboat Key are occupied. The guest house by the caretaker and the main house is leased to a faculty member. The appearance of this property has been much improved over the past 6 months.

Both of the houses in the Uplands which the College owns, are now rented by faculty members.

Master Plan

Pancoast, Ferandino and Grafton have been hard at work on the Master Plan. Mr. Lester Pancoast and his associate have visited the campus in March and April and spent the day reviewing their progress with representatives of the Trustees, faculty, students and the staff. Valuable discussions have resulted leading to additional development of the plan. The basic program for the Master Plan has been completed and the design concept is ready to present to the full board.

The cost of the Master Plan will be \$20,000 of which \$5,000 can be applied to later construction projects provided the Pancoast firm is retained as architects. The College will be provided renderings, a final scaled model of the campus, copies of the studies and plans, Pancoast is also willing to participate in the cost of brochures which are made up, which we would use in our development program and they would distribute for their own promotional activity as representative of their work.

With the acceptance of the Master Plan by the Trustees, we should move towards selecting the architect and beginning the plans for housing units which will be needed in September 1969. We are on a waiting list for a government loan to finance the cost; however plans and specifications must be drawn before the applications can be made.

Critical Items

1. Provide locker/dressing room for swimming pool/athletics, East Campus.
2. Repair Sanford House as soon as possible.
3. Complete Master Plan for New College.
4. Select architect for first housing units on Palmer Campus and commission him to commence work on plans and specifications.

R. E. Styles
May 2, 1967

Appendix 15

July 21, 1967

TO: Members of the Executive Committee

SUBJECT: Considerations relating to complete development
of New College

The architectural firm of Pancoast, Ferendino and Grafton has been instructed to proceed with the development of the Master Plan for New College within certain new guidelines which were developed as a result of the Trustees meeting in May and the combined Architectural and Plant and Executive Committee meeting of June 2.

As you know, we will desperately need additional student housing by 1969 if the College is to grow; and we will soon have to start the construction envisioned in the Master Plan. The government aid-to-education programs are the most advantageous means of financing housing and Campus academic facility development.

This paper is written to provide you with a review of the government assistance programs, a preliminary budget for the Master Plan, and to emphasize the importance of selecting an architect to begin work on the design of the buildings which we would expect the government to assist in financing.

Student Living Facilities on Palmer Campus

The following can be financed by a government loan from the Department of Housing and Urban Development at 3% interest rate. The loan covers development costs including construction, architect fees, legal fees, site improvement, purchase of land, and built-in furniture (practically all dormitory furniture can be built-in except chairs).

Student and faculty housing
Cafeteria/dining area/kitchens
Student union

Infirmaries or in-patient/out-patient
health facilities
Essential service facilities (power
plant, sewer lift station, water
lines, utility lines), etc.
Landscaping

These funds are limited, but \$300 million was made available in fiscal year 1967. However, priority was given as follows:

- A. Projects for new campuses where the award of an academic facilities grant/or loan by the Office of Education is predicated on the availability of housing.
- B. Projects for which working drawings and specifications were completed at the time announcement of availability of funds was made.
- C. Projects for which preliminary plans were completed as of 1 April (announcement made 10 April) in accordance with an architectural contract or agreement executed prior to that date.

While the above criteria may not hold for the program this fiscal year, we do know that funds are still tight and the further along we are towards developing plans under contract with the architect, the better our chances will be for the loan.

Academic Facilities on Palmer Campus

The following can be financed with government assistance as follows:

4/12 of cost - out-right grant from the
government

5/12 of cost - government loan at 3%
interest
3/12 of cost - college funds

Any facility which is used for academic programs -

Classrooms
Lecture rooms
Seminar rooms
Music practice, studios, laboratories
Library facilities
Faculty and administrative offices
Athletic facilities - which are part of
the academic program
Furniture and equipment
Architect fees, purchase of land, legal
fees, etc.
Proportionate share of site development
and utilities development.

The following funds are authorized under this program.

\$728,000,000 for year ending 30 June 1968
\$936,000,000 for year ending 30 June 1969
Year ending 30 June 1970 and following
"only such sums ... as Congress
may hereafter authorize by law."*

* Public law 89-752 - November 3, 1966.

This program is administered by the Department of H.E.W.
Office of Education through the individual state ad-
ministrators.

The closing date this year is 3 October 1967. Hereto-
fore, there has been a second closing date in the spring
for residue funds not allocated at the fall closing date.

We could not have our preliminary plans (design develop-
ment studies) ready in time to submit for the fall
closing, but we should make an effort for the spring
date (probably about 1 February 1968) and definitely
every effort should be made for a second request for
Fall 1968. It may even be necessary to move forward

on the academic facilities ahead of new housing - at least get a commitment of funds.

New College Preliminary
Construction Budget for Master Plan

I. Palmer Campus

Housing -

800 unit student housing @ \$7,000 per student - infirmary, student meeting rooms, study rooms, lounges included.	\$5,600,000
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Built-in furniture	240,000
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Site Work

Phase I

Water, sewer, storm drainage on site	\$70,000
Extension of sewer to 39th and Bayshore	40,000
Electrical underground on Campus	10,000
Excavate 6,000 cu. yds. @ \$.60	3,600
Seawall 1000 ft. @ \$30	30,000
Paving 3,800 yds. @ \$1.50 per yd.	5,700
Remove Bon Seigneur House	5,000
Landscaping	<u>15,000</u>

\$179,300

Additional site work to complete Campus

Outdoor lighting	
Roads and parking	
Paving (plazas, walks, parking)	
Bulkhead and fill	
Dredging of harbor and sandbar	<u>\$1,820,700</u>

\$2,000,000

\$2,000,000

Dining and Kitchen Facilities

12 S.F./Student-dining 9600 S.F.

50% kitchen - 4800

14,400 @ \$20 per sq. ft. 288,000

Academic Facilities

Library - 46,500 S.F.

Bookstore - 4,800 S.F.

51,300 S.F.

1,026,000

Humanities - 6,790 S.F.

Social Science - 1,230 S.F.

Natural Science - 38,590 S.F.

Common Usage - 39,300 S.F.

85,910 S.F. @ \$20

1,718,200

Furniture and Equipment (includes
laboratory equipment)

755,800

Miscellaneous

Chapel 50,000

Remodel College Hall after vacated as library 50,000

Utilities Building 60,000

Information and Security Booth 10,000

Palmer Campus total construction \$11,798,000

Architect/Engineering/legal 6% 707,880

Contingency 5% 589,900

Total Cost of Palmer Campus \$13,095,780

II. East Campus

Auditorium 600 seat @ 1500 \$ 900,000

Field House and Athletic Facilities 200,000

Service Areas

Garage

Warehouse

Shops 16,000 sq. ft. @ \$10.00 160,000

Cost of Construction on East Campus \$ 1,260,000

Architect/Engineering/legal and Contingency 126,000

Total Cost of East Campus \$ 1,386,000

Total Cost of Master Plan \$14,481,780

III. Financing Possibilities Palmer Campus

A. Can be financed with government loan @ 3% interest

Housing	\$ 5 600,000
Furniture	240 000
Site Work	2 000 000
Dining & Kitchen	288 000
Utilities Bldg.	<u>60,000</u>

Construction Total	\$ 8,128,000
Architect, Engineering/legal/contingency	<u>902,000</u>

Total \$ 9,090,000

B. Can be financed under existing program with government loan, grant and College money.

Academic Facilities	\$ 3,500,000
Architect/Engineering/legal/contingency	<u>385,000</u>

Total \$ 3,885,000

IV. East Campus

Can be financed with government loan grant and
College funds.

Auditorium	\$900,000
Architect/Engineer/Contingency	<u>99,000</u>

\$999,000

V. College Funds Required to complete New College Master Plan

1/4 cost of academic buildings	\$ 875,000
Total cost of Chapel	50,000
Total cost of bookstore	96,000
Total cost to remodel College Hall	50,000
Total cost of information booth	10,000
Total cost of President's house	75,000
Total cost of field house and playing fields (East Campus)	<u>200,000</u>

Total cost of service areas	\$ 160,000
	\$1,516,000
Architect/legal/Engineering/contingency	166,000
	<u>\$1,682,000</u>

VI. Possible Budget for Phase I Palmer Campus

Site development	Government loan	\$ 180,000
Housing (300 students)	3% interest	2,100,000
Mechanical Bldg.		60,000
		<u>\$2,340,000</u>
Phase I Academic Facilities & Library	\$400,000 College funds	1,600,000
	Remainder grant and loan	
		<u>\$3,940,000</u>

Conclusions:

1. An architect should be selected as soon as possible so that he can begin work on the building designs for the initial construction envisioned by the Master Plan.
2. Applications should be made, as soon as preliminary architectural plans for buildings are completed, for government assistance to finance construction.
3. Once government commitments are obtained, then definite goals for College matching funds can be determined:

College Funds Required

Housing and site development	0
Library and first academic facility	\$400,000
Complete Master Plan	\$1,682,000

Recommendation:

It is recommended that the architectural firm of Pancoast, Ferendino and Grafton be selected to design the first housing units, the library, and the first academic building on the Palmer Campus. They are intimately associated with the problems, are competent, and there will be financial benefits associated with their continuing as the architect. With their background study of New College, they could proceed more expeditiously than any other firm.

7/21/67

Appendix 16

May 1968
New dorms
Palmer Campus ✓

MEMORANDUM FOR THE RECORD

FROM: R. E. Styles

SUBJECT: Plans for Palmer Campus Development

1. An intensive review of things that would be involved in our immediate development of the Palmer Campus has been made, and the following is pertinent.

A. The situation was discussed informally with Mr. Bach, government field representative. He thought it was a wise program; he has not known of any schools having done this, but he knows Mr. Evans to be reasonable and he believes that a personal approach by the President would have more chance of success. The official written request will have to be approved in Washington but the support of the regional directors would help a favorable decision.

Dr. Charles J. Martin
Regional Assistant Commissioner
Office of Education DHEW
50 Seventh Street, N.E.
Atlanta, Georgia 30323

is concerned with the grant and loan on Phase II $\frac{1}{2}$.

Mr. Sam Evans, Department of HUD
645 Peachtree - 7th Building
Atlanta, Georgia 30323

is concerned with the loan for housing and Hamilton Center.

In reference to Title I and II grants - Public law 88-204 Section 404 states - "If, within 20 years after completion of construction . . . the applicant ceases . . . to be a public or non-profit institution, or the facility ceases to be used as an academic facility . . . the U.S. shall be entitled to recover."

Our grant was for Title I undergraduate facilities. Title II grants are for "graduate schools and cooperative graduate centers." A shift from Title I activity to Title II activity should be acceptable. The basic question is whether or not our proposed activity would qualify under Title II. A definition of what an "academic facility" is not is given in section 40(a)(2) of the Act. Our proposed activity is not in contradiction to this. The loan for Phase II $\frac{1}{2}$ construction according to public law 88-204 only requires that the funds be used by an institution of higher education to construct academic facilities; and by the definition of "Academic Facility" our proposal complies.

In regard to the HUD loan, Mr. Bach is of the opinion that if we gave a rundown on the financial situation in respect to operating the facility that the authorities would look with favor on our request to sign a management contract to use it as an executive conference center. While there has not been a

foreclosure in the College Housing program, there have been some in the other HHFA (HUD) programs and they are willing to listen to most any reasonable program to work out payments. Foreclosures have resulted in large losses of time and money to the government and in most cases conversion of the facility to other quite different uses.

B. Sewer facilities -

Discussed with Max Sturm, City Sewer Department. We will be required to have a sewer lift station, and it should be located in the vicinity of the Bon Seigneur residence so as to be centrally located to service all future campus expansion. The forced main can be led across the waterfront South to tie-in with the City lift station in Sapphire Shores. While this would permit sewer service to Museum and Caples House, it would have the disadvantage of having to obtain time-consuming easements from the State, Mrs. Caples and a property owner on the North side of North Shore Drive.

The alternative is to run the forced main East and connect into the forced main from Howard Johnson's. The disadvantage here is that we will be limited to 100 gallons/minute into present forced main (this is the size of the East Campus lift station). However, by the time the College reaches full

growth, we would have to install larger pumps and the City would have to install a larger pipe line on Bayshore Road. This would be cheaper than going across the waterfront and could be accomplished, for certain, in 2-3 months.

Cost

Lift Station	\$20,000
1750' of Epoxy-Transite 6" pipe @ \$3.00 installed	5,250
1000' of Terra Cotta 8" pipe @ \$4.50	4,500
8 manholes @ \$200 each	1,600
Connecting to Bayshore forced main	<u>250</u>
	\$31,600

C. Water supply -

Mr. Carlson, City Water Superintendent

Mr. Carlson recommended that the City run the water main from Bayshore Road down the County right-of-way to the waterfront and North along Uplands Drive. The City would then provide fire hydrants at regular intervals and water used from these hydrants would not be metered to the College. We would place the College take-off and meter at our property line in the area of the Bon Seigneur house. This would also save the College the cost of running the water main to Bayshore Road.

The water proposal and sewage tie-in were discussed with Mr. Thompson, the City Manager, and he asked that we submit a formal request that they could act upon. There is a good possibility that the City will run the water supply line by summer.

Students and Housing:

Appendix 17

HAROLD B. GORES

of the Educational Facilities Laboratories, Inc., calls the long accepted college policy toward dormitories "custody and containment." Colleges sit nervously in the roles of landlord and surrogate parent and those which can summon enough money often build urgently needed housing only to find it impossible to keep it occupied!

"Very few young people nowadays pick their colleges on the basis of how they like the living conditions. But today's students do have firm views about how they want to live, and they are more demanding in many ways than any previous generation of college students. Emerging from a more affluent middle class, they are not willing to put up with austerity simply because that's the way it always was. More mature in some ways than their predecessors, they will not tolerate regimentation in their social behavior.

"So pressing is the need for housing to accommodate the rapidly rising college population that few administrations have the money or the inclination to heed student preferences. But on a few campuses across the U.S. imaginative architects are guiding the builders toward introducing a new and more congenial style of life."

Quoted By Permission of
FORTUNE MAGAZINE
January, 1969



NEW COLLEGE

SARASOTA

FLORIDA

John Elmendorf, President

TRUSTEES:

Dallas W. Dort, Chairman
Emmet Addy
Dr. Victor L. Butterfield
Dr. E. Robert Chable
David M. Cohen
Wilton D. Cole
George G. Collins
Mrs. A. Werk Cook
H. Pelham Curtis
A. L. Ellis
Dr. John Elmendorf
Dr. Nell P. Eurich
Robert H. Fite
Dr. Gifford G. Hale
Charles A. Hamilton
Dr. Harlow J. Heneman
George F. Higgins
Dr. Wesley A. Hotchkiss
Dr. Samuel C. Kincheloe
Mrs. William B. Kip
Louis H. LaMotte
Fred D. Learey
David B. Lindsay
John M. Miller
Benton W. Powell
Ted Sperling
Dr. Howard E. Spragg
W. D. Sugg, M.D.
Herman E. Turner
Robert Van Skike, Jr.

FERENDINO/GRAFTON/PANCOAST
ARCHITECTS
MIAMI, FLORIDA

CAPT. RALPH E. STYLES,
PLANNING DIRECTOR
NEW COLLEGE

LESTER PANCOAST
PARTNER IN CHARGE

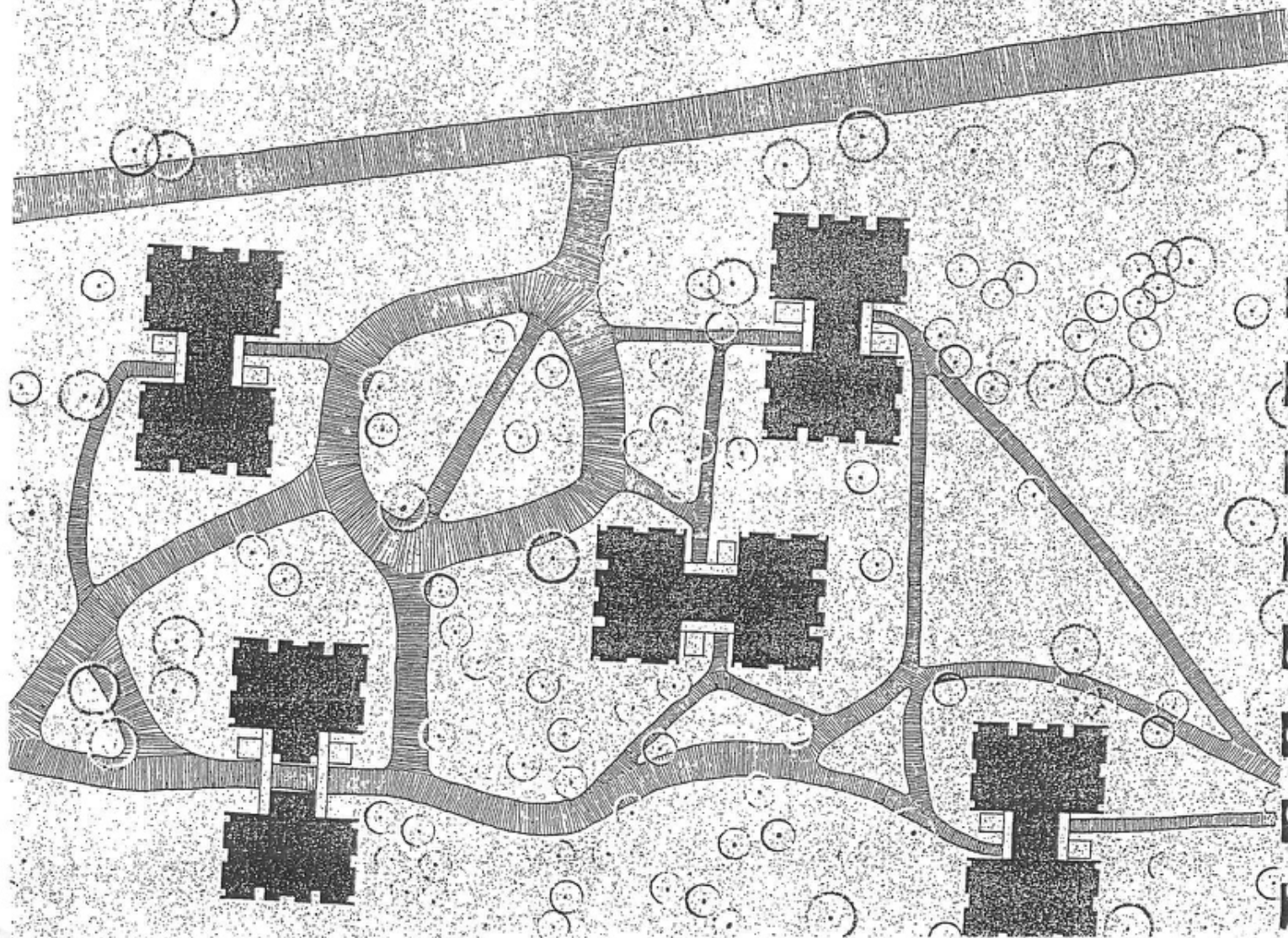
T. T. WATSON
CONTRACTOR CONSULTANT

The Buildings

are quietly horizontal, held to two stories not to diminish the scale of the vertical pines. Entrances are meant to be generous and inviting, reached by informal walks and service roads. Ordinary masonry materials are treated in a non-ordinary way: textured stucco walls contrast with plywood formed stained concrete exposed structure. Although the pedestrian paths are low cost asphalt, they have rolled into them a surface of white sea shells. Each building carries a different neutral color to prevent its merging visually with the others. Materials and colors will relate this housing colony with the future buildings of the college's academic complex to the west.

Members of the planning team agreed that faculty and students, learning and living facilities should be combined within the colony. The central building has been made to straddle the major east-west circulation walk. If future college needs change, its classroom spaces can easily be converted into additional student rooms.

Eventually two additional buildings can be located within the pine grove of the Palmer campus, consciously not regimented or joined together, but freely placed to avoid the better trees and treated as independent elements.



A Sympathetic Living Environment

Four of the new buildings will house 40 students each. Each group of ten students will live in a suite sharing a large living-room overlooking a beautiful stand of pine trees. Adjoining each of the living-rooms will be a kitchenette with a stove and refrigerator where coffee and snacks can be prepared. Students in each suite will share bathroom facilities. Contemporary dormitory design recognizes that students generally do not object to sharing bathroom facilities as long as such facilities are private to a small group within a small area and can be reached from individual rooms without involving the transit of interminable corridors.

The living-room area is effectively separated from student rooms and bath areas so that students do not have to be robbed to step to the bathroom and all toilet and bath areas are individualized for further privacy. Maximum consideration has been given to soundproofing rooms; floors are carpeted; air-conditioning and air-handling units are located on the roof where they will not disturb the students in suites. There are double walls in the area between bath and living spaces and a special wall structure for sound attenuation.

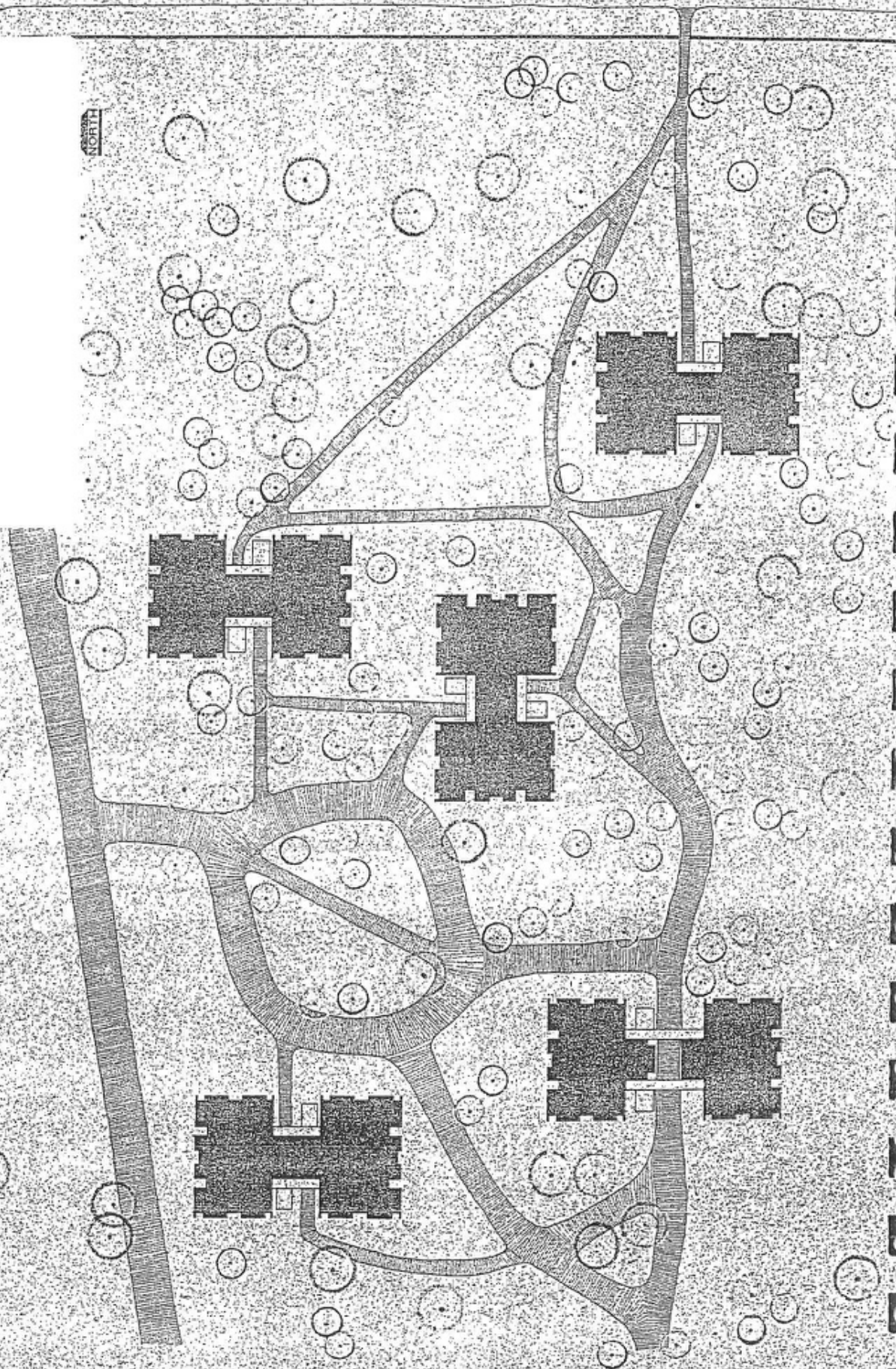
In the fifth building of this cluster there will be two faculty apartments, faculty offices, classrooms which can serve as study rooms at night, and student activity rooms such as a mail room, TV room, laundry, vending machines and storage areas. The emphasis on planning the entire cluster was that each area should constitute a community for learning and living. Classrooms and faculty should not necessarily be relegated to certain specific areas of the campus, but should be placed so that there would be an intermingling of disciplines with faculty and students living and studying together.

THE NEW STUDENT HOUSING AT NEW COLLEGE

1500 -Student Housing

\$733.00

Scheb May 7, 1969



Construction

Construction of the new housing is being accomplished through a unique contractor/consultant arrangement with T. T. Watson, Inc., of Sarasota. Mr. Watson, who has long been a friend of New College, has worked with the architects and the staff in final working drawing stages, and assisted with incorporating many cost-saving suggestions made possible by his close association with the local labor and material markets.

The construction is being paid for on a "cost plus minimum overhead and profit percentage." For most materials, the college pays direct and as a non-profit institution is not subject to the state's 4 percent sales tax. Everyone working on the project has been invited to make cost saving suggestions. Where such suggestions do not adversely affect design, they are used. By working as a team, architect, client, contractor, architect's supervisor, and sub-contractors are producing high quality student housing at a total project cost per student of \$3,400.00, or \$12.00 per square foot. This amount can easily allow self liquidation under a 7 percent, 20-year mortgage if students are charged a fee which provides \$325.00 per year available for debt service.

As New College experiences its scheduled growth, and adds further housing facilities, the buildings herein described will once again be evaluated by those who live in them and thus maintain communication with those who design, construct and pay for them.

March 69

New College

is one of the first, few American colleges that has taken positive steps toward creating a "new and more congenial style of living" for its students. Since New College is basically a residential college, with students drawn from every part of the country, the housing facilities should be a sympathetic living environment. Since this is his home, facilities should minimize any institutional atmosphere.

The Problems:

There are two basic problems relating to student housing on today's college campus. The first relates to acceptability—acceptability by the students. The second problem relates to financing. Most colleges are forced to build with borrowed money, hoping that student fees will liquidate the mortgage. Ever-increasing construction costs and high interest rates have added to these problems.

Participants in Planning:

Two years of research and planning preceded the start of construction of the new student housing at New College. The Educational Facilities Laboratory, a Ford Foundation study group, sponsored seminars in which students, faculty and staff discussed various concepts of college housing. Ferendino/Grafton/Pancoast/architects of Miami actively participated in these seminars and reviewed all areas of discussion.

The results of these seminars were listed in preparation for building design by Ferendino/Grafton/Pancoast. Student participants had agreed on five basic preferences.

Number 1: Privacy

Students placed greater emphasis upon privacy rather than on space, and upon the need to be alone when they wished. Over 60 percent desired single rooms, others indicating the desire for privacy within double rooms.

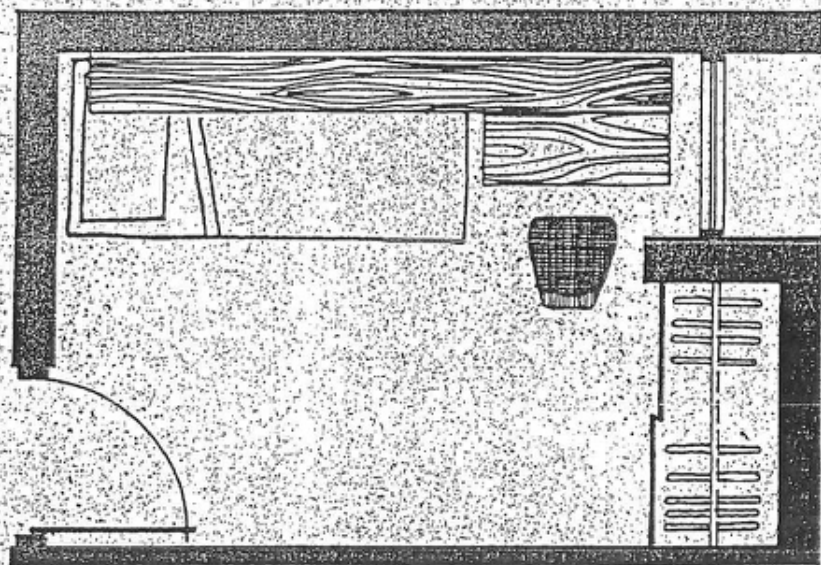
(2) All participants strongly favored smaller, more personal buildings, rejecting institutional, long corridor, hotel-like dormitories.

(3) Students rejected large student lounges designed for more than 12 people, describing them as "furniture show rooms" or "Greyhound bus terminals."

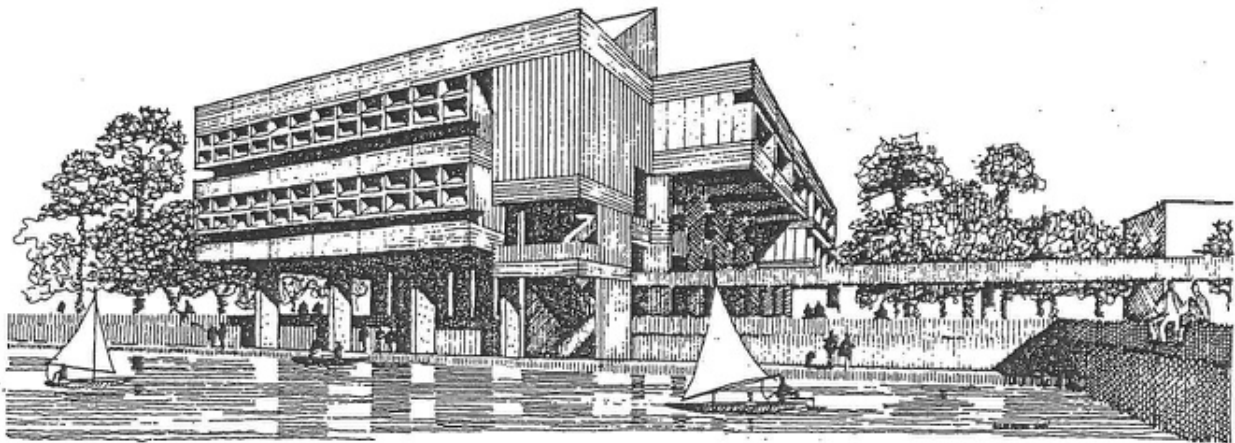
(4) Shared bath facilities were acceptable, with the important qualifications that a small group of students share them, and that the passage between room and bath be both short and private and that bathroom facilities be individualized.

(5) Student rooms were requested which would provide for individual arrangement of furniture and decor.

Both single and double rooms, though small, offer rearrangement possibilities, but suggested desk placement allows window view while studying, as well as the chance to spread study material on the nearby bed. One wall of each room is, tackboard and the other adjustable bookshelves. Bookshelves in the double rooms separate the rooms into two, or may be moved aside, as the occupants decide. A wood molding surrounds the walls at the ceilings, from which various decorative paraphernalia may be hung. Students select their preference in color-scheme of carpeting, furniture upholstery and walls.



CAPITAL CAMPAIGN OBJECTIVE:



A NEW LIBRARY for New College

Because New College was founded on the premise that superior private education is essential to meet the challenges of a changing world, the College is diligently seeking superior students and a superior faculty. It is necessary, therefore, that superior facilities be made available to both students and faculty. Most important among such facilities is the Library, not only with respect to its collection, but also with respect to the accessibility of that collection for research and informational sources. Such a Library is here proposed for New College.

The New College program for Independent Study and the unusual abilities of its students and faculty places more than the usual responsibilities on the college Library. It must not only supplement course work by providing materials and facilities, but also be capable of supporting a high level of self-education and a correspondingly large amount of research. The Library is thus a central element in the educational plan of New College.

It will also be a central element in the complex of buildings proposed for the bayfront area of the Palmer Campus. Seen from Longboat Key across Sarasota Bay, it will rise from the water's edge, strongly sculptural, yet human and inviting with its sensible accommodation of humans, its beautiful proportions and its lack of pretense.

From the campus itself it will provide, beneath it and its surrounding buildings, a large open plaza designated not for ceremonies or monumentality but for the constant use of people. This design will also frame a series of views from the plaza area.

The Library building will employ the modular form of construction that is both economical and flexible as to space arrangements. Since the maximum use of the building will not occur until about 1976 when volume capacity is reached, the Library provides, in the interim years, needed space for classrooms and faculty offices. These will later be accommodated in the buildings that will eventually flank the Library and its plaza.

The Library facilities are the result of long sessions of planning. An early seminar, sponsored by the Ford Foundation, brought architects, faculty and consultants together to finalize a program and a design that would take into account the specific needs of New College and

the implications of technological advances in Library science. Thus, in addition to ample bookstack space to accommodate an anticipated growth to 200,000 volumes, there will be special rooms to house audio-visual equipment, microfilm files and viewers and, eventually, computer and data-processing equipment.

The demands of a program of Independent Study and a largely resident student body require special attention to their needs. These will be provided by a large number of individual study carrels as well as a number of typewriting rooms for student use. These, and all reading areas, will be soundproofed. The entire Library will be air conditioned and heated as required for the comfort of its users and the protection of its books.

Other features of the new Library include a large lobby, suitable for exhibition purposes, smaller rooms for the housing of special book and art collections and for the College periodical room. Book handling and cataloging require processing areas. These will be provided along with office space for Librarians and Staff.

The building will consist of three floors, the two upper floors occupied by the Library and the ground level and certain areas inside the plaza will be used temporarily as classrooms, offices and related activities. The exterior walls will be exposed concrete, partitions of concrete block and plaster. Window Walls will be of tinted glass set in anodized aluminum frames. The entire building will be designed to form the central element in the academic complex set conveniently close to the two new student housing areas.

COST: \$1,612,000.00

NOTE: A Federal grant, it is anticipated, will reduce this figure to our Campaign Goal of \$1,078,000

Appendix 19

September 24, 1969

MEMO TO: Dr. John Elmendorf
FROM: R. E. Styles, Planning
SUBJECT: Phase I - Palmer Campus
Breakdown of Construction Costs

<u>ITEM</u>	<u>AMOUNT</u>	<u>TOTAL</u>
Lift Station		
Rusty Plmg. Contract	\$ 19,518.20	
City of Sarasota	237.61	
Materials	11,902.61	\$ 31,658.42
Parking Lot-Dale's contracting	2,477.00	
Walkways-Braden Manatee Paving	2,092.53	4,569.53
Architect fees		41,708.00
Furniture & Equipment		
Refrigerators, stoves	5,143.50	
Carpeting	16,069.54	
Furniture & other equipment	39,745.90	60,958.94
Electric		
Labor	30,968.20	
Materials	38,612.65	
Overhead & Profit	11,414.72	80,995.57
Plumbing		
Labor	19,726.81	
Materials	24,783.44	
Overhead & Profit	5,958.31	50,468.56
Salaries		
Laborers	20,559.80	
Carpenters	38,141.60	
Rodmen	6,256.98	
Overhead	11,498.00	76,456.38
Professional Services		26,313.00
Contractors		
Mason	58,826.84	
Plastering & Stucco	24,826.75	
Roofing	15,157.40	

Contractors (con't)		
Painting	\$ 6,882.00	
Ceramic Tile	9,231.00	
Cabinets	5,720.53	
Air conditioning	48,500.00	
Handrails	1,036.70	
Acoustics	2,806.00	
Windows & frames	31,355.67	204,342.89
Construction Materials		137,865.72
Tools, Equipment, & non-professional services		19,888.36
Interest & closing costs		14,605.17
Miscellaneous		
Building Permits	1,514.60	
Welfare Carpenter's & Ironworker's Unions	2,261.07	
S. S. Tax deposit Employer's portion	3,676.35	
Petty cash	177.52	
Insurance	455.00	
Freight	292.77	
All other	226.09	8,603.40
Grand Total		<u>\$ 758,433.94</u>

Summary of Palmer Campus project:

Square feet in Project - 44,392		<u>Cost per sq.ft</u>
Construction Cost	\$ 610,077.38	\$ 13.75
(equal to usual bid price)		
Including carpeting	<u>16,069.54</u>	
	\$ 626,007.42	\$ 14.20
Including lift station/walkways		\$ 14.50
Including all costs except furniture, architect fees, loan closing costs & interest during construction		\$ 14.90

Purchases on which 4% state tax was saved:

Construction materials	\$ 137,865.72
Air conditioning equipment	25,700.00
Lift station	11,902.61
Electrical equipment	38,612.65
Plumbing equipment	<u>24,783.44</u>
	\$ 238,864.42

also Furniture

39,745.90

Also saved was the 1% bonding fee for contractor.

Phase I - East campus cost	\$23.60/S.F. built in 1964
Total East Campus	\$23.90/S.F. completed in 1966-67

The above \$23.60 S.F. is comparable to the \$14.50 (same items included) on the Palmer Campus.

Total cost of five buildings	\$ 758,433.94
Average cost/building	151,686.79
Cost per student	3,792.17

Circus Hall of Fame and Zinns Restuarant, who had agreed to tie-in to our sewer system and contribute \$7,550 towards installation, were not permitted to do so by the city unless they came into the city, and paid city taxes. Neither wished to do so.

We had not budgeted to pay interest and closing costs (\$14,000) expecting the Capital Campaign to raise the funds before the first portion of the Selby money was used up.

No landscaping was done due to lack of time and funds. Grading around buildings was accomplished.

The "Certificate of Occupancy" from the City of Sarasota was obtained at 2:00 P.M., September 5, and the buildings were almost immediately occupied. Carpeting was not completed in C building until Saturday, September 6, Building and Grounds moved furniture in on Sunday morning, and first year students Sunday P.M.

The City of Sarasota ran the 6 inch water main and installed a fire hydrant at their expense. Southern Gas Company ran all piping for gas supply past the meters and right to point of use, and agreed to combine all meter readings on the West Campus at billing time for one bulk rate charge. All heating, air conditioning and air handling units are on the roof (except ground floor of Building A South). This will result in much quieter conditions in the rooms.

Sarasota Concrete Company made a contribution of 5% of their total bill to the College which amounted to \$1,698.52.

Appendix 20

The Fountains

We had trouble with the fountains almost as soon as the students moved in, early in the spring of 1965. It was not uncommon to wake up to a mass of soapsuds covering parts of the courtyard as a result of a student emptying a box of dishwashing soap into the water, or on occasion to find imported frogs and fish in the fountains.

After an article (below) appeared in The Catalyst on September 23, 1966, the fountains became planters.

PAGE 2 CATALYST SEPT. 23, 1966

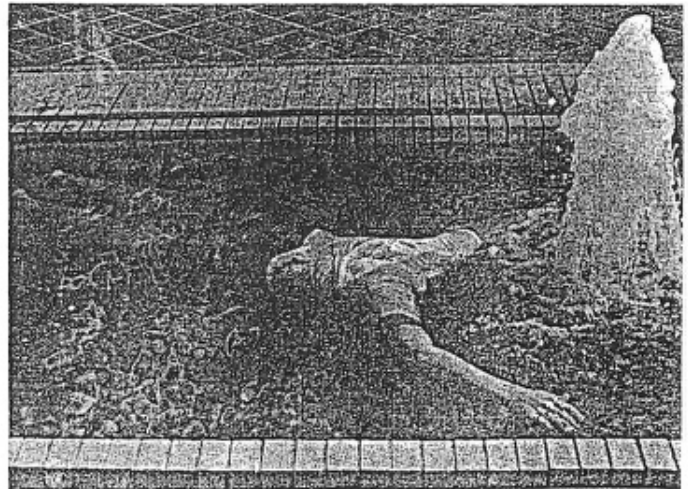
Fill the Fountains

Last Saturday a student fell into one of the fountains in the residence courts and came very close to serious injury or perhaps even death because of a malfunction in the electrical system of that fountain. If it had not been for the presence of mind and prompt action of a fellow student, who herself received electrical shock while rescuing him, a calamity could have occurred.

If the fountains were objects of great aesthetic value, there might be some barely conceivable reason for keeping them in their present condition and risking a recurrence of a potentially fatal accident. They are, however, almost always repulsively green and slimy with algae and disintegrating cigarette butts and are, therefore, not worth maintaining even without the serious risk.

The elected representatives of the students voted unanimously Wednesday to urge the college to take immediate steps to remove these hazards and eyesores from the very center of student life by filling them with sand and dirt and converting them to planters. We heartily endorse this resolution and add our voice to theirs in asking the college to assert itself and immediately rid the students of this danger.

According to the proctor on duty at the time of the accident, the fact that the same fountain was electrically charged had been reported by him some ten days before the accident occurred. We can only conclude that the responsible members of the college staff waited too long to look into this report. We hope they will not wait any longer. The next student who falls in may not be so lucky.



FILL THE FOUNTAINS NOW!... Before this becomes a reality.