Oral History Interview of Francis X. Flannery

Interview Date: May 23, 2011

Interviewed by: Nicole Feeney, Assistant Archivist and Julia Collins Howington, University Archivist/ Moakley Institute Director

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Interview Summary
Francis X. Flannery reflects on his upbringing in Boston as well as his forty-seven year career at Suffolk, during which he served as vice president, treasurer, and trustee. He discusses the expansion and growth of the university, the need for and acquisition of new buildings, and the financial past and future of the school. He also covers his personal and professional plans after his retirement in 2011, including his upcoming position as trustee and committee member.
Subject Headings
Flannery, Francis X.
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Interview Transcript

JULIA HOWINGTON: This oral history and today's date is—

NICOLE FEENEY: May 23, 2011.

HOWINGTON: And present in the room, we're interviewing Francis Flannery of Suffolk University, the treasurer and vice president. Also in the room is Nicole Feeney, assistant archivist of the university archives, and Julia Collins Howington, university archivist.

So I guess, just to begin, what we normally ask is, can you state your full name, and then sort of start to go into your—

FRANCIS FLANNERY: Yes, my name is Francis X. Flannery. You mentioned vice president and treasurer, but I'm also a trustee of the university. And this June, I will be finishing up forty-seven years at Suffolk University.

But to give you a little background, both of my parents emigrated from Ireland back in the early 1900s. And my father went into the First World War and he fought in France, in the trenches in France. He came back, thank god, because eight million people died in that war.

He met my mother. It was a funny situation. His sister said if he got back from the war, she would dedicate her life to god and become a nun. And my mother's sister was a nun. And both of the sisters were in [the same] convent in Canton. My mother took the train up to Canton, and my father had a car. And my mother's sister, who was a little bossy, found out that he was there and she said, "Well, you have to drive Mary Moynihan," who was my mother, "back home."

They subsequently got married, and bought a two-family house in Brighton, Massachusetts, and raised five children in Brighton. I was born in 1933, which was the heart of the Depression. My
parents instilled in their five children a great work ethic, and a high value of education, because they didn't have any education of their own.

But in 1920, the Boston police went on strike, and the governor fired all the police. They replaced them with veterans, and my father became a Boston police officer. So he raised five children during the Depression, because he had a job.

We were brought up—we weren't needy, but we didn't have an awful lot. And so, as I said, we had a strong work ethic, so when I was about twelve years old, I started to caddy over at the Commonwealth Country Club, which is over in Chestnut Hill. We would get a dollar-and-a-quarter a bag for eighteen holes. (laughter) And if you carried two bags—you laugh, but it's true. We got a quarter tip, so we'd make three dollars for the day.

But then I was about fifteen, and I moved up to be a soda jerk. You don't even know what a soda jerk was, but in those days the drugstores used to have six little stools, and they used to sell ice creams and frappes and milkshakes. So I was a soda jerk, making fifty cents an hour, moving up into the big time.

And then I went in to work for a supermarket that was called the First National Stores, which has since gone out of business. And I started out on the produce counter and worked my way up into the meat cutter's section. So I was a member of the Amalgamated Meat Cutters and Butcher Workmen of America. And I kept that job all through college. I worked about twenty-five hours a week.

At that time, being an Irish Catholic, Boston College was a commuter school. And they had very few dormitories, and it was all the local kids from BC High and the surrounding communities. And I could walk up to Boston College, up Lake Street, and walk down to my job at night.

And then when I got out of college—let me back up a moment. When I went to BC, I started in 1950, and the tuition was four hundred dollars. And I had a hundred dollar scholarship. So in those days, you could work your way through school. And I did.
But when we got out of school, we had to do two years in the Armed Services. Every man had to go. So I went in the Army and I spent a year-and-a-half—I spent two years in, but I spent a year-and-a-half of that in Germany. And it was ten years after the Second World War. We were just giving Germany back to the Germans. But I was over there protecting so the Russians wouldn't invade Germany.

So I got back in the fall of ’56, and for some reason I knew I wanted to be a CPA [Certified Public Accountant]. I can't tell you why, I must have seen one in the movies or something. But I interviewed—at that time, there were eight big accounting firms. Now there are only four. And I interviewed at a couple of them, and I wound up working for Ernst and Whinney. And I started to work towards getting my CPA.

I was assigned to an account called Suffolk University in Boston, as a junior accountant. And I came up here to work on the audit. Probably for about three years or so, I would spend a couple of months up here in the summertime. And Dottie McNamara,¹ who was the bursar, said I should use my GI Bill and go to Suffolk nights, to get my MBA.

So while I was studying for my CPA, I went to school nights and summers to get my MBA. The accounting records at that time at Suffolk were not in very good shape. And there was pressure on the board of trustees to make some changes, because they couldn't get an auditor's opinion, their records were so bad.

And they offered me a job and the first year I turned it down, because I was happy in public accounting. They're pretty bright, intelligent people. But I came back the next year and the same situation existed. My wife was expecting another child, and I was working three nights a week and Saturdays in public accounting. So I decided to make the change.

¹ Dorothy M. McNamara (1910-2003) was employed by Suffolk University from 1927 to 1974, serving as bursar for twenty-five of those years before becoming alumni secretary.
So graduation then used to be in June, and in June of 1964, I got my MBA and started work the next day as assistant treasurer. And Judge Donahue, who ran this institution at that time, was the treasurer. And he ran it from the courthouse. And I came in, and all they had was the one building. And they [the trustees] had wanted to get rid of the previous president whose name was Robert Munce, so they made him chancellor.

But they had the one building and they didn't have an office for me. I mean, the whole accounting office used to be no bigger than this room right here. So they said, Well, the chancellor doesn't come in very much and he's up on the second floor, so you can use his office, but if he comes in, you have to disappear. (laughter)

In the meantime, the Donahue Building was under construction, and I used to come in with my five-year-old son on Sunday and check the construction and everything. So, in 1966, we opened the Donahue Building. And I don't know how we got accreditation prior to that because the college and the law school were in one area. It was combined. We had one of the foundations come here to listen to our plea for a grant. We had people sitting on the stairwells, and they thought we paid the kids to sit out there. And we didn't. That's how crowded it was. But in those two or three years that the building was being constructed the place was bulging at the seams, it was growing so fast.

But when I came in '64, a man named Dennis Haley was president, and he used to be superintendent of schools in Boston. He had a heart attack or something in 1966 and he passed

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2 Frank J. "Daisy" Donahue (1881-1979), Suffolk Law School class of 1921, served in several state and local political capacities, including Massachusetts Secretary of State, before being appointed to the Massachusetts Superior Court in 1932. He was a life member of Suffolk’s board of trustees and served as treasurer of the university from 1949 to 1969. Suffolk’s Donahue Building at 41 Temple Street is named in his honor.

3 Robert J. Munce (1895-1975) served as president of Suffolk University from 1954 to 1960. Munce began his career at Suffolk as director of the evening session and lecturer in social studies in 1948. He was appointed dean of the college of liberal arts in 1950, chancellor of Suffolk University in 1960, and chancellor emeritus in 1970.

4 Dennis C. Haley (1893-1966) served as president of Suffolk University from 1960 to 1965. He has previously served as superintendent of the Boston Public Schools for twelve years.
on. And John Fenton's\(^5\) father came over from the land court and he said, "Maybe in my last few years, I could do some good for some students." And so, he came over and became president.

So we worked with him, and it was a tough transition period because Dottie Mac had been here for years. We had to create a job for her, so they made her something in advancement or—it used to be called development then. And I had to get the books in shape.

But in the meantime, we were really bulging at the seams. So one night, Judge Donahue wanted something at a trustees' meeting and he said if he didn't get the votes, he would quit as treasurer. And so they didn't do it, and so he resigned as treasurer. And they made John Hynes,\(^6\) the former mayor of Boston, treasurer. And then John dropped dead of a heart attack, and Judge Fenton made me treasurer. Under the bylaws, the treasurer was also a trustee.

And at that time, we only had one vice president; in case something happened to the president, they had to have somebody in place. So the dean of the College of Arts and Science—Dean Goodrich,\(^7\) I believe was his name—was the vice president and he retired. And I can't remember the dean at the business school, but he told the trustees he wanted to be vice president.

And so, he became the vice president. And then he left to go down to New York to head up some school. Do you know his name? I can't remember his name.

**FEENEY:** Is it Grunewald?\(^8\)

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\(^5\) John E. Fenton, Sr. (1898-1974), a Suffolk Law School graduate (JD '24), served on the Suffolk University Board of Trustees for sixteen years before serving as president of the university from 1965 to 1970. He had previously served as the Chief Justice of the Massachusetts Land Court from 1937-1965.

\(^6\) John B. Hynes (1897-1970) was a 1927 graduate of Suffolk University Law School who served as city clerk of Boston from 1946-1950, then as mayor of Boston from 1950-1960. Mr. Hynes also served as a trustee (1964-1970) and treasurer (1969-1970) of Suffolk University.

\(^7\) Donald W. Goodrich (1898-1989) was a Suffolk University administrator and dean emeritus for twenty-two years. Goodrich began his career as registrar in 1947 and later served as dean of the college in 1956. The Board of Trustees appointed Goodrich university vice president in 1966 and awarded him an honorary doctor of humanities degree upon his retirement in 1969.

\(^8\) Donald Grunewald became the first dean of Suffolk’s Business School in 1967. He succeeded Goodrich in 1969 as Liberal Arts Dean and University Vice-President and served in this position until his resignation in 1972.
FLANNERY: Grunewald, yeah. So he went down to New York to Mercy College. And so then they had to have a [new] vice president, so they made me vice president.

HOWINGTON: Oh, perfect. (laughter)

FLANNERY: So then I said, I was really the only vice president. So I said I was the vice president of everything, you know? (laughter) And so then, Judge Fenton passed away and they had a search, and they couldn't come up with anybody. And so, in the meantime, I was acting president. And they finally turned to Tom Fulham,\(^9\) who was a member of the board, and was looking to do something else, because he was primarily in the fishing business, and the fishing business was declining. And so, he came over to be president in 1970.

In 1970—well, it'd be prior to that, the Stop & Shop on Cambridge Street moved across into Charles River Park and gave us that building. And so, we tried to build on that site. Judge Fenton said, "We'll build a twenty-story, red-brick building and then it will take care of all our needs." The neighborhood said, Like hell you will, you know?

So he said, "Well, we'll do it because all the trustees know all the judges, and all the judges are Suffolk grads, so"—so he went ahead and the Beacon Hill Civic Association sued us and brought suit. It went all the way up to the Superior Court, I believe. And we lost.

So then Tom Fulham came along and he said, "Well, we'll try to work with the neighborhood." And so, we used to go to these meetings of the Beacon Hill Civic Association. We'd tell our case.

But at the time, in the early seventies, Temple Street had only two families lived on that street. The rest of it was rooming houses. And you could rent a room for the week or for the day or for the hour. That's the truth. But the yuppies moved in and started to buy those townhouses, and so the basements of those places started to sell from $120,000. The first floor was selling for

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\(^9\) Thomas A. Fulham (1915-1995) served as president of Suffolk University from 1970 to 1980. Except for Suffolk founder Gleason L. Archer, Fulham held the longest presidential tenure of any of his predecessors. Prior to his presidency, Fulham served on the board of trustees for nine years and continued to serve until his death in 1995.
$200,000. The second and third floors were $300,000. So a whole new neighborhood was developing while we were working with the old neighborhood, Tom and I, and we just about had the Beacon Hill Civic [group] agreeing with us when a new group called the Northeast Slope, or something, they called themselves, they opposed us.

So Tom Fulham threw up his hands and said, "I can't do anymore." His wife was ill, and so Tom, after ten years, he retired. And then Dan Perlman\(^\text{10}\) came in from Chicago, from Roosevelt University, I believe it was, and he started to work with the neighborhood. He agreed, instead of twenty stories, we'd have four or five stories, and we'd have setbacks. And we would have a gym that would only have ninety-nine seats. We never could have an NCAA title game in that gym, and there'd be no alcohol served in the building. We gave up just about everything. We built the most expensive building ever built down there.

But in Tom's time, we also acquired the Wright & Potter Printing Company next door to the Archer Building. And they used to do all the printing for the State House. And what they did is they put out a daily bulletin; it was like a telephone book. It listed every bill that had been put up in the State House. And on a daily basis, it would show you what happened to the bill. So at the end of the week, you'd have a stack. They failed to contribute to Bartley's campaign and Bartley pulled their contract, and they went bankrupt. And so, we acquired that building.

In the meantime, we bought—

HOWINGTON: And that became the Fenton Building?

FLANNERY: That became the Fenton Building.

FEENEY: I've always wondered why there's a gap between Archer—

FLANNERY: Well, there was a little restaurant there and everything. And then we bought some buildings up on Mount Vernon Street that used to be New England School of Law's buildings. And prior to them getting it, it used to be part of Boston College Law School, I think. And so, we moved the business school up to Mount Vernon Street for a couple years. And then, through Tom Fulham, we got the United Way Building, which is now the business school.

HOWINGTON: Oh, the Sawyer School.

FLANNERY: Sawyer School of Business. So we had to sell off the property up on Mount Vernon Street before the city would approve that we acquire the Sawyer Building.

So then Dan Perlman left in '89. And in April of '89, the board voted not to renew his contract. And so they called up David Sargent, who was out of town at the time, and offered him the job. And he couldn't make up his mind. From April to August, I was acting president again. And I went to lunch with the head of development at that time; his name was Joe Kelly. We went over to the Parker House because we had to decide what we were going to do, because David hadn't accepted. We came back from lunch and David said he accepted the job, in August of '89.

And I served twenty-one years with David. And now I'm working for my sixth president, Barry Brown.

It's been an amazing, growth situation. I mean, to go from one building, as I said-- in '64 when I came, on the second floor of the Archer building, if you went down the corridor, there were eight law faculty on the right, and they had a couple of secretaries. They had a phone on every desk. On the left-hand side were the college faculty, all in one room. In the back of the room, on top of the four-drawer file was one telephone. There was one faculty secretary.

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11 David J. Sargent graduated from Suffolk Law School in 1954, then served as a law faculty member from 1956 to 1973, dean of the law school from 1973 to 1989, and has been president of Suffolk University since 1989. OH-016 in the Moakley Oral History Project is an interview with President Sargent.

12 Barry Brown served as a professor of law at Suffolk from 1976 until 2008, at which point he took on the duties of Provost. From 2010 to 2012 he served as Acting President.
So the good thing was you knew everybody, because I was working there for two or three summers, and I went to school there nights and summers, so I knew everybody by name. It was like, our ad used to say "where everybody knows your name."

When we were just in the Donahue Building, you walked in the Donahue Building and my office was right there in the lobby. The registrar was right across the way. The financial aid was there. The president's office was at the end of the corridor. The dean was at the other corridor. And you knew everybody.

And then we kept getting bigger and expanding. And then I moved over into the Sawyer Building for a few years, and we still needed some space. So we rented the space at One Beacon. Were you here when we had One Beacon?

HOWINGTON: Um-hm.

FLANNERY: And that's what I regret, because once we moved into One Beacon, we just didn't have the feel with the students that we used to have, because they were always taking classes and we were waiting for the elevators in the Sawyer Building. Like they still are now. But you were in the flow where the students were.

And then we came over here. I don't know how many years ago now, four or five. We came over here, and I didn't think I was going to stay too long, so I didn't hang many pictures. (laughter) Wherever, I did hang—I'm going to be out of here on Thursday afternoon and they're going to tear this office down on Friday.

What didn't I cover here?

FEENEY: You're a great interview so far. You've hit most of our questions.

FLANNERY: It's been an amazing, amazing run. I mean, you went from a parochial school in the sixties, where probably 80 percent of our kids came from the parochial school system and the
Boston schools, and now—look at the program yesterday. There were people from Hungary, from Asia, all over the world. There's great diversity here. It's great for the students. And of course, you've got the dormitories. You have to have the dormitories now. You can't go to college and live at home or you're considered to be a nerd. (Feeney laughs) So you had to have the dorms.

And we need more dorms, but where can you get the land? Our room and board charge is the highest in the country because we pay so much just for the plot of land, to build the building. It's amazing. We were here before most of those people now that are fighting with us. They move in and the first thing they want to say is, Let's get rid of this university. We've been here for so—since 1920 when Gleason Archer built that Archer Building.

HOWINGTON: And I think there's probably a case to be made in terms of Suffolk University revitalizing this downtown area.

FLANNERY: Oh, yes. Actually, when I was going through my files, because I'm throwing a lot of stuff out—I suppose I should have given it to you people, but it was handwritten notes and stuff. To build the Donahue Building, they tore down a church on Temple Street. I mean, there's no way that could happen now, you know?

HOWINGTON: The Modern Theatre sort of revitalizing that area down in the—

FLANNERY: Yeah.

HOWINGTON: Near Chinatown.

13 Gleason L. Archer (1880-1966) was founder and president of Suffolk University. After graduating from Boston University Law School and passing the bar examination in 1906, Archer founded Suffolk University Law School. The school expanded its mission during the 1930s to include undergraduate education with the formation of the College of Liberal Studies (1934) and the School of Business Administration (1937). In 1937 Archer became the president of the newly incorporated Suffolk University. Archer remained at Suffolk University until his retirement in 1948. In addition, Archer published fourteen law textbooks and also became a popular radio broadcaster for NBC in the late 1920s and early 1930s. An amateur historian, Archer wrote many articles for various journals and was especially interested in colonial New England history and specifically his ancestry as a Mayflower descendant. Gleason Archer's personal papers, MS108, are housed in the Suffolk University Archives.
FLANNERY: It's been a great run. But you talk about the sixties, and that's when there was student unrest. Students wanted to have representation on the board of trustees. So they filed a bill in the legislature and they were trying to picket the trustees' meeting. So, we had to switch the trustees' meeting and hold a secret meeting someplace where they couldn't find us. And that's when all this unrest—

But I told you, I used to work in the meat department, and they had a picture of me in the [Suffolk] Journal holding a student down and I'm cutting his head off with the cleaver. Because they said we were raising tuition, or something. And so, they called us the three Fs.14 And I sat with Vincent Fulmer15 at the banquet the other night.

HOWINGTON: Oh, because he was the—

FLANNERY: He was the chairman of the board. And he got into a cab one time and they chased him down the street. And they were rocking the cab. What they finally did is, I think it was Tom Fulham's suggestion, is they decided to let the students attend the college committee, the business school committee, and the law school committee, and let the representative of student governments and head of the bar come into those meetings. And that's how those people got in to talk to the trustees. But they didn't let them become trustees, because if you let students on the board, you'd have to have faculty on the board. They didn't want to do that.

So they made me a life trustee on Saturday night at the board meeting. So I'm going to be around watching over you folks for the next few years.

HOWINGTON: Good, that's good for us to know.

FEENEY: Could you talk a little bit about what a typical day or week looks like for you and what your responsibilities are, and then how that has changed over time?

14 The “three F’s” referred to are President Thomas Fulham, Francis Flannery and Vincent Fulmer.
15 Vincent A. Fulmer served as chairman of the Suffolk University Board of Trustees from 1976 to 1981.
FLANNERY: Well, it's changed because, as I said before, I was the vice president in charge of everything. (laughter) And now we have, I think, six vice presidents. I mean, now John Nucci handles the neighborhood relations. And Nancy Stoll has student affairs. And you have a vice president for development and advancement.

Yeah, so I mean, they used to come to me just about with everything, because if they maybe couldn't see the president, they'd come to me and I'd have to try and figure it out. But now, it's basically accounting and investments and budgeting, and long-range planning. And trying to do the financing for all these projects that they have. And keep the place -- keep the books balanced.

You've got to try to keep salaries competitive with your peers. You've got to be able to draw good faculty so you have to be competitive in the salaries. It's a very competitive situation now.

But to think of Suffolk with a $30,000 tuition and $12,000 room and board, and books and everything else, you're looking at a price of $45,000 a year. And how long can you keep doing that? I don't know the answer to that one.

When I came in '64, the scholarship budget was $64,000. Next year, it's $69 million.

HOWINGTON: Wow. Do you remember what the tuition was, by any chance? Or an approximate?

FLANNERY: It was probably about eight hundred dollars.

HOWINGTON: For the entire year?

FLANNERY: Yeah. And they didn't—maybe it was twelve hundred. But they didn't increase it for four years, because the enrollment was growing so fast that we had enough revenue not to increase the tuition. We should have increased it and put into the endowment or something, you know.
So there's five or six now vice presidents. My job really focuses on the financial side, insurance and risk management. And the budget, spent a lot of my time on that. And looking over the accounts receivable, and accounts payroll, and the payroll. I mean, just the salaries and the fringe benefits are almost 50 percent of the budget.

So it's been a challenge. But I've enjoyed it. But I'm looking forward to retirement, too.

HOWINGTON: I guess, maybe just some final thoughts. What do you consider your major accomplishments, or some of the milestones that you've witnessed and are proud of?

FLANNERY: The milestones really are the change I said—a commuter parochial school, now to a national and an international institution. And just to see the growth of the campus, and the facilities, and the residence halls, which was unheard of twenty-five years ago. If I mentioned dormitories to the board, they would have tarred and feathered me, because they're saying, Where are you going to find it? How are you going to finance it? But you have to do it now.

HOWINGTON: And how did that evolution start, the change to a more residential?

FLANNERY: I think the vice president for enrollment and international (inaudible), Marguerite Dennis, kept pushing, saying, "We've got to do this." And she had all the research and statistics. And she was right. But there's still a big need for a student center and for athletic facilities. It's going to be hard to get a gymnasium on Temple Street.

HOWINGTON: Definitely. Are there any other people that you worked with most closely that you want to talk about? Or even just going back, I know it's going back a ways, but some of the people, like Dottie Mac.

FLANNERY: I think 1970 to 1980, where I said Tom Fulham and I were on the same floor with the deans and the registrar, financial aid people, I think it was a warmer atmosphere then.
Tom Fulham would come in and he'd go into my office every day. I'd see him out in the corridor before he got to his office. And Mary Hefron was the registrar. It was all there.

But then, as I say, it got so big. I don't know—half the faculty now are getting tenure and I don't know them, because the place has gotten so big. But I've certainly enjoyed the ride, and I've seen a lot of trustees come and go. I've seen a lot of chairman of the board, changes, some good, some bad. But I knew all my peers at all the other institutions, and I could pick up the phone and call BC and BU and Northeastern and Bentley, Berklee, and talk to the vice presidents and treasurers of those institutions and swap information.

That's how I knew it was time to go, because now all those people are gone. They're all gone. So it's time for me to go.

FEENEY: You really were a great interview. You covered most of our stuff so easily, and just really gave us a great look at the history of the university, so thank you.

HOWINGTON: What are your final thoughts? Advice to the person that will succeed you and what you see might happen, the future of Suffolk University?

FLANNERY: The biggest thing they have to do is to do better fundraising. I mean, we can't be solely dependent on tuition as we are now. And we ought to be able to tap some of these successful alumni to get us the funds so we can do a student center and do some athletic facilities.

I think these buildings are old, but we maintain them pretty well. I mean, we've refurbished them and I took great pride in doing that. But they've been chopped up so many times, some of them. I mean, the Donahue Building opened in '66, so it's well over forty years old. And it's hard to maintain heating/venting/air conditioning equipment, and all that stuff.

HOWINGTON: Elevators?
FLANNERY: When we had the Sawyer Building, they studied it, the elevators, and they said you’re going to have a problem. To remedy that problem, it was going to take millions of dollars. And it's still a problem. We used to have to time our meetings so you wouldn't be out in the corridor ten minutes before the hour when classes were changing, because you couldn't get an elevator. I don't know if it's still that way.

FEENEY: It is. I take the stairs.

FLANNERY: When there were just the two buildings even, I could walk around and know most of the people. I used to do that. Get up to the science department, the physics department, and I knew them, Arthur West and Bea Snow, and those people, up in those departments. It's been good.

HOWINGTON: And what are your plans for retirement?

FLANNERY: Well, I have eleven grandchildren, and seven of them live within a half a mile of my house, and they're in and out all the time. And so, I'm going to be shuffling some of them around because they're into soccer and football and dancing. They're into everything. I don't know how my daughters do it, but they have about six games every Saturday and Sunday. They want me to go to all of them, but I can't.

We have a house on the water in Marshfield that I bought over thirty years ago. I'm going to spend the summer there. My oldest daughter has a house in Florida that I can use if I want to get out of the New England winters. This past winter was [bad]—we had no spring this year. This is terrible, had the heat on at the end of May, that's crazy.

And I'll be on the board of trustees and I'll be on the audit committee, and I'll be on the finance committee, and probably the business school committee. So I'll be around.

HOWINGTON: And so, what happens on those committees? I guess that's not something we've really talked about before, if you have time just to tell us—
**FLANNERY:** Well, the trustees, it's probably six or eight members of the board will serve on one of those committees. Except the audit committee is small. And the dean of the Sawyer Business School will come in and talk about his enrollments, new faculty, new programs, what he thinks his needs are. And tell him where he thinks he is with salaries and outline to those trustees what his problems might be, and what his aspirations are. And that committee of the board will then report to the full board. The law school committee reports, and the arts and science committee reports, and the audit committee reports, and the development committee reports, and the building committee reports.

**HOWINGTON:** Because those are all sort of tied together in a way because they—

**FLANNERY:** They're tied together at the board meeting when they all report in. And what they do is they get their reports out before the board meets, so the board has a chance to look over what the meetings were and what their problems are.

**HOWINGTON:** And then you work on the final—that's the process for the operational budget? Is that tied into the operational budget process?

**FLANNERY:** No. What we do is we don't really know until October whether we have made budget for that fiscal year, when we get all the late registrations in. And then if we have monies over budget we can go back and give to some of the people some of the things that we cut out of the budget.

And once we do that, then we immediately start on the next year's budget and we go to the enrollment people and say, All right, this was the freshmen. This is our retention rate. This is how many became sophomores. And we figure out how many new students we can get, how many freshmen can we get. How many transfer students can we get.

And they tell us and then we figure out what do we need for salary increases, and what are the new programs that might be coming. And is there any additional revenue that will be coming in.
Then we vote on the tuition. And then we take the number of students we have and we figure out what our revenue's going to be.

And then between February and April, we make that fit. We may start off with a ten million dollar deficit, because everybody's given us their wish list and they want fourteen people in the archives.

HOWINGTON: Exactly. (laughter)

FLANNERY: And we say no, you're only going to have two. So we finally get it into balance, and at the April meeting we pass the budget.

Then we cross our fingers and hope that come October we'll have the money. It's just an ongoing process all the time. But thankfully, I've kept them in the black for forty-seven years. Now it's up to somebody else.

HOWINGTON: That's true. And what's the operating budget this year?

FLANNERY: Three hundred million.

HOWINGTON: And in 1964, do you remember?

FLANNERY: It was like 1.4.

HOWINGTON: That's a big responsibility.

FLANNERY: Yeah. But the big money, as I said, was scholarships. We went from sixty-four thousand to sixty-nine million. That's why we need some fundraising. Otherwise, you try to do it all out of tuition, and you can't do it that way.
HOWINGTON: No, it’s not sustainable. Well, it's been very nice chatting with you, and we hope to see you on campus, those times that you're on campus.

FLANNERY: I'll be around. I'm glad to see the archives is growing. You've done a good job over there.

HOWINGTON: Thank you. We're doing our best to build up the institutional memory and hold on to vital records, such as all the things that we need to be keeping—

FLANNERY: These videos that they're producing now should be very beneficial to you, because they're good. They're very good. It gives people a chance to go back and listen to some of those things.

HOWINGTON: Thank you very much. I think we'll end there.

FLANNERY: All right.

END OF INTERVIEW