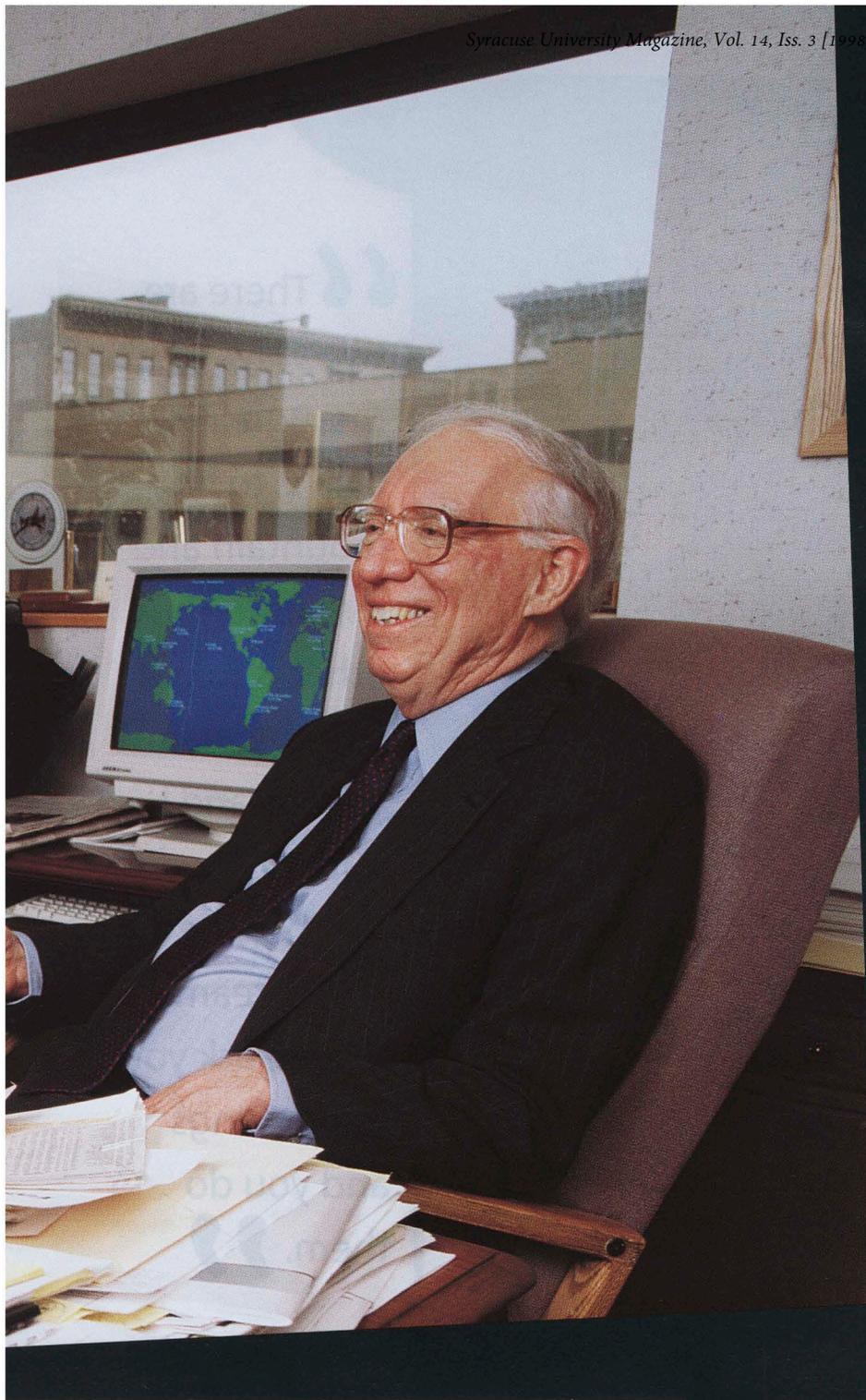




a lifetime of service: h. douglas barclay



The former chairman of the Syracuse University Board of Trustees exemplifies an unwavering commitment to the University's success.



Upon meeting H. Douglas Barclay G'61 for the first time, you might expect to find

him ensconced in the trappings of power. After all, this is a man who, as a Republican New York State senator for 20 years, helped create the toughest drug laws in the country, reorganize the state's court system, and rescue New York City from bankruptcy. He also served as chairman of the Senate Republican Conference and vice-chairman of George Bush's 1988 New York State presidential campaign.

And that's just his political career. Barclay the businessman battled the legendary Thomas Melon Evans for control of Syracuse Supply Corporation—and won. As general counsel and a director of KeyCorp, he helped Key Bank become one of the nation's top financial institutions. In 1990, President Bush appointed Barclay to the board of the Overseas Private Investment Corporation, a federal agency that helped U.S. companies set up joint ventures in developing countries. As chairman of the Syracuse University Board of Trustees, he has guided the institution to new heights, and as Metropolitan Development Association president, he works to transform the Central New York economy. He does all this while practicing law at his firm, Hiscock & Barclay. And in his free time, Barclay and his wife, DeeDee, host friends and family at their home in Pulaski, New York.

Knowing all this, you enter the Hiscock & Barclay offices on the third floor of Financial Plaza in downtown Syracuse expecting to find Barclay in a gigantic corner office seated behind a polished mahogany desk and surrounded by plaques, certificates, and photos of the countless power brokers he has known. You expect that the rugs will be imported, the furniture expensive, and he will be far too busy to spend more than a few minutes with you.

And you find that you are very, very wrong.

by Alexandra Eyle

Photography by Dave Revette



Doug Barclay G'61 stands outside the College of Law, where he studied before eventually becoming a partner in Syracuse's oldest law firm, which now bears his name. Throughout his career, Barclay has practiced law while also immersing himself in politics, business development, and Syracuse University.

The oak desk is well used, the office small, and before you cross the threshold Barclay is already loping across the room to shake your hand. Smiling broadly, his white hair gleaming, he looks like a friendly uncle delighted to see you after all these years. As you settle into a chair, Barclay reaches over to pull out a little wooden tray set inside the desk on which you are encouraged to set down your notebook and coffee.

In place of impressive awards and plaques hangs a wooden baseball bat with Barclay's name carved into it—a thank-you gift for his help in building a new stadium in Syracuse. On a shelf is a photo of one of his five grown children, his daughter Dorothy, standing in front of the Taj Mahal and holding a sign that reads “Thank you, Dad.” Next you spy a picture of George

Bush with an inscription wishing Barclay a happy birthday. Near it hangs a framed copy of Syracuse University's mission and vision statements.

As you scan the modest room you get the impression you're in a country lawyer's parlor—not the office of one of the most influential men in New York State. And in a way, you are right. Barclay grew up on a dairy farm in upstate New York. He was the seventh generation to live on the property since his family first settled there in 1807. He attended public school until seventh grade, when he transferred to St. Paul's, a private school, and then headed off to Yale. But a love of the wilderness and the people of New York's North Country would forever remain in his blood.

After Yale, Barclay served for 18 months

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as an Army artillery lieutenant in Korea. Then he went to law school at Syracuse University. “I chose Syracuse,” he says, “because I knew I wanted to live and work in the area for the rest of my life.”

Relaxing with friends in a tavern one summer, he met Sara “DeeDee” Seiter. They married in 1959 and lived in Skytop student housing. Barclay closes his eyes and smiles. “It was great,” he says. “Sometimes I wish we could live there again.”

Graduating in 1961, Barclay joined the oldest law firm in Syracuse: Hiscock,

Cowie, Bruce & Mawhinney. Within seven years he became a partner. In 1984, the firm was renamed Hiscock & Barclay.

In 1965, Barclay planned to run for Congress, but when a state Senate seat opened up and the Republican Party powers asked him to run, he accepted.

"There are two ways to go through life," he says, sitting back in his office chair and speaking slowly. "One is to find a mountain and meditate, the other is to get into the mainstream, and I think I opted to get into the mainstream. People ask you to do things and you do them."

A senator from 1965 to 1984, Barclay was responsible for more than 500 pieces of legislation. His work for New York State led to many improvements—from establishing the Altmar fish hatchery, which boosted the North Country's fishing and tourist industry, to rebuilding the St. Lawrence Psychiatric Center. As a result, from 1976 on he ran unopposed. Since 1979, Barclay has also championed Syracuse University, where he just concluded a six-year term as chairman of the Board of Trustees.

One of Barclay's major assignments was to chair a committee to select a new chancellor. He had his eye on Kenneth A. Shaw, then president of the 26-campus University of Wisconsin. But Shaw wasn't interested. "I had a very high-profile job at the time," Shaw explains. "I told him that if anybody knows I'm coming to Syracuse—even just to talk—I'll have leadership problems in Wisconsin and conceivably lose my effectiveness. I asked him: 'Can you guarantee that no one will leak that I'm visiting SU?' He said, 'Absolutely,' and he kept his promise. From that point on, it was an easy sell."

"We were in a period of transition," Barclay recalls. "We had a deficit and, due to national demographics, a shrinking undergraduate population. To be competitive, we needed to restructure." The board, then led by Chris J. Witting, directed Shaw to create an in-depth plan that ultimately eliminated a projected \$38 million deficit for Syracuse while simultaneously attracting some 3,000 undergraduates a year.

The board also asked Shaw to set a direction for the University. "You can restructure, you can have a good bottom line," Barclay explains, "but you also need to know where you're going so you can justify the size of the University and the direction it will take in the next 20 years."

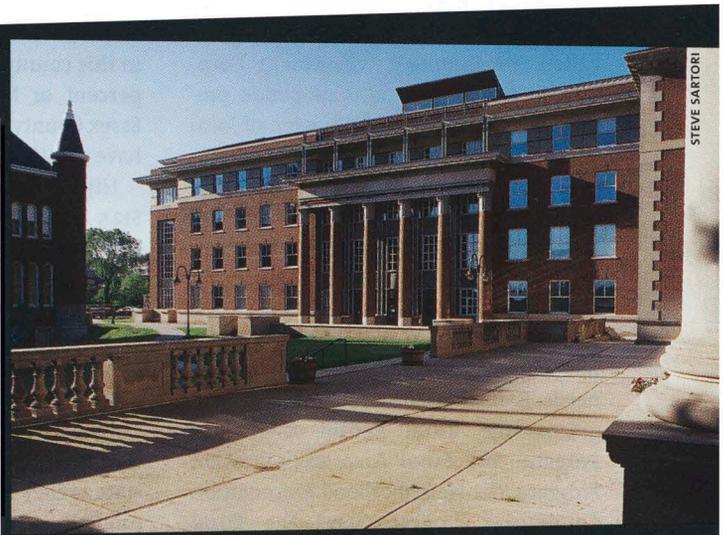
Shaw created deceptively simple mission and vision statements that reflected the University's goal of becoming the nation's leading student-centered research university. "Student-centered," Shaw says, "means everything from revising tenure and promotion tracks to include credit for outstanding teaching, to making more money available for undergraduate research projects and improving advising programs."

"We've made tremendous advances," says Sidney Micek, vice president for development at Syracuse University. "We're now recognized by *U.S. News & World Report* as 40th among top-ranked national universities, right in there with Harvard, Northwestern, Duke, and Stanford. From the standpoint of moving up in the last 10 years, we probably have made greater gains from where we were to where we are now than any other institution.

"A key thing to remember," says Micek, "is that you can't separate the Chancellor from Doug Barclay. They're a team. They've accomplished this together."

In 1979, then-Chancellor Melvin A. Eggers invited Barclay to become a University trustee. Barclay liked and admired Eggers, having worked with him on the KeyCorp and Empire Airlines boards, and was happy to accept. In 1987, Eggers asked Barclay, who was awarded the George Arents Pioneer Medal for Excellence in Law and Public Service from SU in 1984, to head the University's first major capital campaign. Barclay wasted little time in surpassing the \$100 million goal by \$60 million. By establishing endowed professorships, improving and expanding programs and facilities, and creating merit scholarships, the campaign marked the University's first step toward what Eggers called "the next tier of academic excellence." In recognition of Chancellor Eggers' many years of outstanding service to the University, Barclay was instrumental in securing a naming gift from members of the Board of Trustees, including himself, to honor Eggers and assist in building an addition to the Maxwell School of Citizenship and Public Affairs (Chancellor Eggers once taught at Maxwell and chaired the economics department.) The addition gave the school much-needed space, and came packed with high-tech advances like video conferencing, which made new and innovative programs possible. "Eggers Hall is a strong

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The former chairman of the SU Board of Trustees was instrumental in securing a naming gift for the creation of Eggers Hall, an addition to the Maxwell School, in honor of the late-Chancellor Melvin A. Eggers.

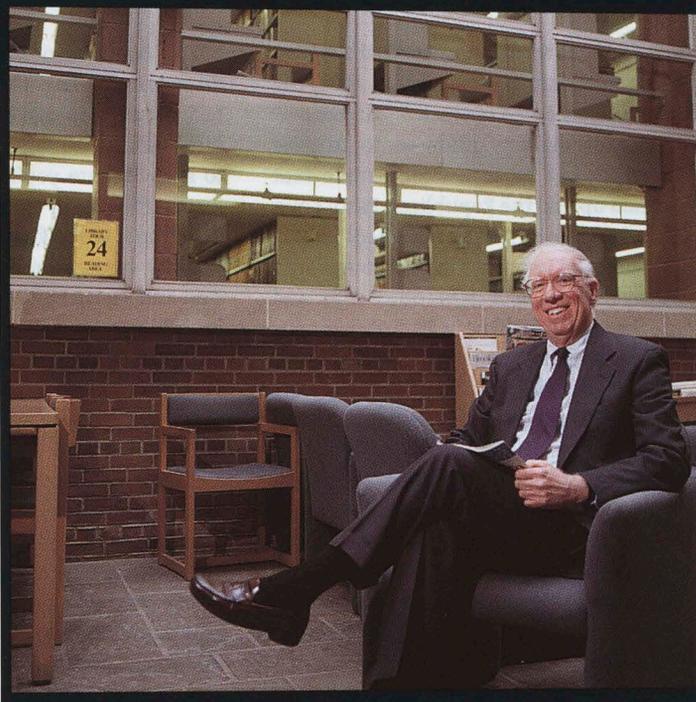
attraction for faculty and graduate students to come here," says John Palmer, dean of the Maxwell School. "It demonstrates the central importance of the school to the University and helps us maintain our number-one ranking as a public policy school."

As chairman of the board, Barclay's greatest contribution to the University has been his leadership style. He encourages people to solve problems themselves. Faculty and administrators are doing this by creating mentoring and advising programs. Sometimes Barclay provides the solution—in the form of a library, for example, which he established for the College of Law, or through state funding for a research project or building.

This is the same approach he used as senator. And in New York State, the results are still being felt. In the late sixties, New York City was in desperate need of low- and moderate-income housing. Working closely with Governor Nelson A. Rockefeller, Barclay created the State Urban Development Corporation. Now called the Empire Development Corporation, the UDC could issue bonds, provide flexibility in the application of local codes, arrange for real estate tax exemptions, condemn properties, obtain federal funding for projects, and invest in real estate at low interest rates. It built hundreds of thousands of apartments.

In the late seventies and early eighties, after hearing from communities where housing programs didn't meet residents' needs, Barclay created four housing programs—the Rural Rental Assistance Program, the Rural Area Revitalization Program, the Neighborhood Preservation Companies Program, and the Rural Preservation Companies Program. Together and individually these programs empower communities to actively identify housing problems and seek solutions, rather than waiting for outside agencies to impose programs upon them.

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The former New York State senator relaxes in the atrium of the law school's H. Douglas Barclay Law Library, named in his honor. The four-level library is scheduled for expansion, taking over the fifth floor of White Hall.

“The Rural Preservation Companies Program provides us with annual administrative funds of \$65,000,” explains Alan Higgs, executive director of the Housing Assistance Program of Essex County Inc., in Elizabethtown, New York. “This provides the spark that runs the engine. It allows us to have core administrative staff seek solutions to the housing needs in this county. Today, unemployment is 5 percent or less across the country; in Essex County it’s about 10.7 percent. So we have significant housing needs.”

Higgs's program alone has received \$12.5 million to make major repairs on nearly 1,000 housing units. The staff does everything from preserving historic buildings and turning them into low-income housing for the elderly to helping flood victims find new housing.

Another of Barclay's legacies, the St. Lawrence Eastern Ontario Commission, was in the forefront of environmental planning. A state agency from 1969 until 1995, when its funding was cut, the commission helped towns review development projects and, if necessary, seek alternatives to them. The commission has permanently protected 3,000 acres of land along the St. Lawrence River from developers. In addition, the St. Lawrence Seaway Trail, which attracts

thousands of tourists to the area, is an outgrowth of the commission's work.

Lately, as Metropolitan Development Association president, Barclay has been trying to boost Central New York's economy. “For 20 years or more I’ve wanted to make this area a dynamic place economically,” Barclay says. “I’ve always said, ‘Why can’t we get a number of people to get the best thinking done, and create a plan for what this area needs to move forward?’ It’s taken me this long to finally come up with the other people, and a plan. The plan is the MDA's Vision 2010. If properly executed, the plan will make this area really blossom.”

Even though Barclay, who was presented with an honorary doctor of laws degree at this year's Commencement ceremonies, stepped down in May as chairman of the University's Board of Trustees, and Joseph Lampe '53, G'55 took over, he still has big dreams for SU. At board meetings, Barclay would flash five fingers at Gershon Vincow, vice chancellor for Academic Affairs, and Vincow would flash five fingers back. Five fingers represented five Nobel laureates at Syracuse University, where currently there are none.

“It will take time,” Barclay says, “but it can happen. All you need to start is a vision.”

a future home for research and development

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Few people driving past SU's Skytop offices realize they are in a place that may one day be seen as a major center for research and development.

Next to Skytop are 100 acres of land that serve as groundwork for the Syracuse University Research Park. The site, which is ready for tenants to develop, capitalizes on what businesses have known for years—Syracuse University is the place to go for research and development. Since the 1950s, starting with Carrier Corporation, businesses and government agencies have mined the University's intellectual resources.

With the establishment of the CASE Center and the Northeast Parallel Architectures Center in the 1980s, SU became an important Northeastern center for computer and high technology research. Businesses locating at the Syracuse University Research Park will have permanent and instant access to all the University's rich resources.

The park is the brainchild of H. Douglas Barclay, former chairman of the University's Board of Trustees. Barclay proposed the idea to then-Chancellor Melvin A. Eggers, who designated the land. Working with the Metropolitan Development Association, of which he is now president, Barclay landed \$1.5 million in government grants that paid for the park's infrastructure.

Research Park still awaits its first tenant, but the story of the Central New York company Coherent Research Inc. (CRI) typifies the kind of synergy that will exist between Research Park businesses and the University. CRI grew out of the computer engineering doctoral research of several SU students working at the CASE Center. This research, along with input from Niagara Mohawk Power Corporation, led to the development of SmartMaps—an innovative software package used by power and phone companies to convert outmoded computer databases of some of the largest, most complex networks in the world so they can interface with the latest computer technologies. "With deregulation," explains Chuck Stormon '83, G'86, CRI's chief executive officer, "these industries suddenly find themselves in hugely competitive markets, and SmartMaps gives them a highly competitive edge. It is a huge success."

Stormon's business incubated at the CASE Center, but moved off campus before the park's infrastructure was in place. Nevertheless, Stormon believes the park offers businesses wonderful opportunities. "Any company needing

access to top experts in high-tech fields, to new ideas, or to bright, creative, hard-working graduate students would do well at Research Park," Stormon says. "Our company wouldn't exist without the support we received from the CASE Center."

CRI also developed, in part, out of Stormon's luck at being in the right place at the right time, when Niagara Mohawk Power Corporation asked the center for someone to teach a workshop on neural networks. Teaching the workshop, Stormon discovered that Niagara Mohawk needed to transfer 76,000 paper maps to a computer system that could read them. Suddenly he had a problem his research could solve. Such good timing, he points out, is not insignificant.

"Research, innovation, and finding business opportunities are so dependent on good fortune," Stormon says, "that all we can really do is increase the probability of those coincidences by making sure that we're in an environment with a rich flow of opportunities and ideas. Companies looking to make their own luck should consider locating at Research Park."

In addition to having access to the University's resources, businesses building at Research Park have their choice of sites with an infrastructure of roads, water and sewer facilities, the most advanced data and voice transmission services available via fiber-optic cables, and walking trails. The abundant water, cost-competitive electrical and gas rates, and financial assistance and prop-

erty tax abatements for plant construction, equipment purchases, and new employee training distinguish it from any other office or manufacturing park in Central New York.

"It's an ideal location for light manufacturing and research and technology development," says SU's Peter Webber, park director. "Businesses that locate in the park will not just be from Central New York; they will be national and multinational as well. As they prosper, the supporting area businesses will benefit, as will Syracuse University students and professors, from applying their research to private industry. And these industries, of course, will profit from using our vast resources to launch new ideas and products."

When you talk with Barclay about his many accomplishments, he rarely takes personal credit for them. But mention Research Park, which marries his passions for high technology, business, and education, and his eyes light up. "This is one project I'll definitely take credit for," he says.

—ALEXANDRA EYLE

