

INTERVIEW with DANIEL G. ALDRICH, JR.

June 24, 1974

McCULLOCH: The first question I want to ask you is, what attracted you about coming to Irvine?

ALDRICH: Well, the first approach about coming to Irvine was an indirect one made on a golf course up at Yosemite. It is customary for the alumni of the Berkeley campus to go in to the Yosemite Lodge for a week of golf, and I suppose sixty or more people gather at the lodge as it opens for a week, and they have people come on to the lodge from the University as lecturers or speakers. I was invited, along with Jean, to spend a week there with the alumni, and, during the course of the week, one of the Regents who was in attendance at the golfing week had occasion to inquire of Jean and me how we liked southern California and whether we ever thought about going back there.

McCULLOCH: Can you pinpoint the date?

ALDRICH: Well, it was obviously along in 1960, possibly May or June of '60. And we didn't think anything about it at the time. We talked about knowing southern California, having started there and going north to Berkeley and Davis and coming back to Berkeley, but not having any thoughts about circumstances or any conditions that might develop that would take us back south, and that's all there was to that particular incident. Subsequently, another Regent at an affair perhaps in the fall--

McCULLOCH: Of '60?

ALDRICH: ---of '60, had occasion to talk with Jean about southern California. And these were isolated incidents and nothing that led us to think we were involved in any kind of inquiry other than following up on our early life with the University in southern California. That second inquiry

may have come in '61--I don't know--but I know sometime during '61 Clark Kerr approached me, indicated that The Regents were acquiring land in southern California, probably on the Irvine Ranch, and that they had raised the question about my going to be Chancellor at Irvine. I told the President that I wasn't interested in going to be Chancellor at Irvine, that my life had been involved in agriculture, my schooling preparation experience had been in agriculture, I enjoyed what I was doing in agriculture, and, so far as responsibilities in agriculture were concerned, I had the best job in the United States because there was none that encompassed more in the way of agriculture than did the vice presidency of agriculture for the University of California and all of its ramifications, and certainly there was no state where there was a more sophisticated, involved, supported agriculture than California. And so I indicated to the President that I had no interest in undertaking to do something that I had no particular background to do. That possibly was in the summer of '61 or spring of '61.

Along in the fall of '61, the President spoke to me again, telling me that The Regents had the land now at Irvine and they were anxious to get on with the appointment of a Chancellor to undertake the planning and development of the campus and that they, in one way or another, would come back to my name and that he wanted me to know that this was what The Regents thought and would like for me really to consider--

McCULLOCH: A nice compliment, Dan.

ALDRICH: --about going there. And this was in December or the very latter part of November, because I had agreed to go up to Corvallis, Oregon, to participate in a planning session with them on the future of the College of Agriculture at Corvallis. So I indicated to the President that I would see him when I got back.

And I remember, returning on the plane from Corvallis, thinking about having to talk with the President again about the possibility of coming to Irvine. And I got to thinking about what I had been doing at Corvallis, as well as what I had done at two or three institutions in the previous year or so--whether it was Texas A & M or Rutgers or Oklahoma or Rhode Island. I had been invited to sit down with faculty or administrators on those campuses to think primarily about the future direction of their colleges of agriculture, and it struck me, flying back from Corvallis, that, having tried to think creatively about the future of colleges of agriculture on these land-grant campuses, essentially I was being provided an opportunity to set something in motion from scratch. And so as I thought about it, flying home, it occurred to me that here would be an opportunity at Irvine essentially to establish the land-grant college for the twenty-first century, that we were not an agrarian society in which most of our people were involved in agriculture and therefore the institution be responsive to such needs, but rather extending to essentially the nonagricultural dimensions of our society the same kind of opportunity of teaching and research and public service that had so long and well characterized agriculture, and that the campus at Irvine might be developed in the tradition of the land-grant philosophy, but essentially geared to the needs of a society as we face it now and in the future--

McCULLOCH: May I interrupt and ask one question? You mentioned the twenty-first century. I understand that was your phrase and that you wanted the University to start that way.

ALDRICH: That's right.

McCULLOCH: I want to pin it down.

ALDRICH: Yes.

McCULLOCH: Okay, go ahead.

ALDRICH: --that we were on the site of a great agricultural landscape where, in essence, the first encroachment of people onto that landscape would be those coming to build a university and that that university might use as its laboratory the community that would develop around the university, and therefore the idea of research, scholarship, teaching, and the relationship of it to the needs of a society seemed like an unparalleled opportunity. So, by the time I got back home--

McCULLOCH: From Corvallis?

ALDRICH: --from Corvallis and had occasion to comment to Jean about what I'd been thinking as I flew back to Berkeley from Corvallis, Jean indicated, "It sounds to me as though you've already made up your mind," and I said, "Well, if the President would buy this idea of what I will propose to do at Irvine, I could get very excited about coming to Irvine." If, on the other hand, he and The Regents could not buy it, I had other ideas in mind, then they obviously had the wrong person in me and they ought to get someone else and I would continue doing what I very much liked doing and that was being University Dean of Agriculture. So, I believe I met with the President on December 6 or very close to it and indicated just this to Clark, and he said, well, this is the opportunity that The Regents were providing me, and if this is what I wanted to do, to go ahead, and so, on the 19th of January, 1962, at The Regents' meeting I was appointed Chancellor at Irvine.

Between the 6th of December and the 19th of January, knowing that this was going to be the action of The Regents, I immediately set about thinking what I was going to do here. Since I felt that at the heart of any institution called university there should be essentially the basic disciplines that make up the liberal arts, I thought immediately of having a liberal arts college or an arts, letters, and science college at the core of this

institution, out of which would come the various professional schools, programs, bureaus, institutes that one day would characterize the school. Since I knew that I would come to Irvine to build a general campus of the University (it was one of the givens that this campus would one day number 27,500 students), I was concerned that no one ever think of Irvine other than as a general campus, numbering in that range of students enrolled.

I had been on the campus at Riverside when it was the Citrus Experiment Station and knew what people went through as they prepared for the coming of the "Amherst of the West," a 1500-man liberal arts college; I also was there as consideration was given to a 1500-student liberal arts college becoming a general campus, and I knew the trauma that faculty and staff and others experienced as they shifted from an institution of one variety to another. I also had been on the Davis campus and knew what took place as that campus moved from the so-called University Farm School to a College of Agriculture to more than a College of Agriculture--veterinary medicine and a liberal arts college--and how it took a decade, even, after those several colleges were established on the Davis campus, for people thirteen miles away in Sacramento to appreciate that there was more than the College of Agriculture there.

So, in thinking about Irvine, I was concerned that no one think of it as a two-year institution that one day would become four, or an undergraduate liberal arts college that might one day have more than undergraduate. It was a general campus this meant to me--liberal arts, professional schools, bureaus, institutes, undergraduate and graduate-division work--and so I had this in mind as I began thinking about Irvine.

McCULLOCH: It was your basic concept?

ALDRICH: Correct. And so I wondered what, in addition to the College of Arts, Letters, and Science, I ought to have so that, as we opened our

doors, people identified as more than arts, letters, and science there. And to me business administration and engineering were two professional schools that John Doe could easily identify as implying that there was more than arts and sciences at Irvine. And knowing that I was interested in engineering, environmental engineering seemed to me to be most appropriate, because in talking about the future of colleges of agriculture around the country, I had been spending time trying to get them to think about agriculture as essentially the backbone for environmental science--natural resources. I felt that engineering at Irvine ought, in some way or another, to exploit this concern and so began conversations with the likes of John Whinnery, who was Dean of Engineering at Berkeley, talking about terrestrial engineering, engineering as it related to this globe; Paul Chena, who was head of Engineering at Purdue, had been a Berkeley graduate, came off the farm from Woodland, California, instead of going to Davis he went to Berkeley and went into engineering, now a Vice President of General Motors, responsible for research, a very capable man--

McCULLOCH: How do you spell Chena?

ALDRICH: C-h-e-n-a.

McCULLOCH: C-h-e-n-a.

ALDRICH: --a very capable individual at Purdue--I talked to Paul about engineering.

Then, with respect to business administration, I simply felt that Harvard's School of Business had essentially built a better mousetrap, because certainly the world beat a path to that institution's door, and I ought to find out more about Harvard's School of Business. And so, in December, in that same month right after December 6, getting along about the 28th or 29th of December, I decided to go back to Harvard and talk to them about their School of Business and simply flew back unannounced. I didn't

know anybody there, but I thought that after I arrived in Cambridge I'd find somebody to talk to. It was a very snowy week when I arrived in Boston and made my way over to the campus at Cambridge, found out where the Business School was located, and arrived there bright and early that snowy morning along about eight o'clock, only to learn that they didn't start business quite that soon. Being an old agriculturist who started the day certainly by eight o'clock, I hadn't thought about their starting the day somewhat later, waited around, and someone came at half past eight--one of the secretaries or administrative assistants. I introduced myself and indicated I was hoping to talk with someone about the School of Business. Along about nine o'clock, an Associate Dean of the School, whose name escapes me now but who had been on the Berkeley campus for ten years and had gone from Berkeley to Harvard, came in. The secretary introduced me to him, and I explained what I was about, and, inasmuch as he had known Berkeley and knew the University of California and was aware of the new campuses that were going to be developed at Irvine and Santa Cruz and San Diego, he was most helpful to me.

And what I was particularly interested in, as I talked with him about the Graduate School of Business at Harvard, was whether or not Irvine should develop something other than an undergraduate program in business administration and, further, whether we should combine business administration and public administration into a single Graduate School of Administration. And on the basis of my discussion with this individual, whose name, as I say, I forget, he arranged for me to go over to the (is it the Littauer School of Public Administration?)--

McCULLOCH: I don't recall it.

ALDRICH: Well, it's the School of Public Administration.

McCULLOCH: I've been there, I know the building.

ALDRICH: At Harvard?

McCULLOCH: Yes.

ALDRICH: --and to talk with people there. And the upshot of my visit during that day at Harvard was essentially that, if they had it to do over again, they would not have separate schools, which reinforced my idea that setting in motion at Irvine any Graduate School of Administration had merit, and my conversations with the people at Harvard so supported it.

And so, by the 19th of January, when I was appointed Chancellor, I had begun to firm up the basic outlines of the academic units at the campus-- something in the way of arts, letters, and science, something in the way of professional schools in addition to arts, letters, and science. And I also had in mind some kind of an institute, bureau, or center that would establish our concern for relating our research to the needs of society and actually thought at that time about an Institute of Environmental Planning.

At the same time, all during this period between December 6th and the 19th of January, talking with various people about what might be done or what I had in mind to do (it was either during that period or during the winter of '61-'62, on into the spring, somewhere in there), I was contacted by Bob Tschirgi. Bob Tschirgi at that time was a Vice President for, or involved with Clark Kerr in, Academic Planning, and Bob Tschirgi contacted me, knowing of my interest in making the most of computers and electronic data-processing in the development of whatever was to be, and brought to my attention a man under whom he had studied who was located in Palo Alto, then on leave from the University of Michigan, who probably knew more about this whole business of the use of computers insofar as instruction and information systems and artificial intelligence were concerned than anybody I could possibly talk with and thought I ought to get in touch with him; the man was Ralph Gerard. And so I called Ralph, and Ralph came up from Palo Alto or

Menlo Park, where he and Frosty were staying, to Berkeley, and we talked. And I subsequently arranged to go down to meet with him at his home where he was staying in Palo Alto to continue our discussion about what might be done, and that led to meetings with Ralph there and in Michigan about bringing Ralph to Irvine.

McCULLOCH: What title had you in mind for Ralph?

ALDRICH: We talked, I suppose, later on in our discussions, about Dean of the Graduate School or Graduate Division.

It was during this same early period, the winter of '62, that I learned from Clark Kerr about Ivan Hinderaker. I actually learned from conversations with people here in Newport Beach after I arrived that Ivan had been considered for the chancellorship of Irvine. His name was one that they were acquainted with, that had been talked about at Irvine. I was also aware that the name Ivan Hinderaker was a concern to these same people, because they didn't quite know how to relate that name or what it meant in terms of developing a campus in Orange County. They subsequently, of course, learned differently after Ivan came here, but this was one of the bits of information I learned from these people with whom I met.

McCULLOCH: Very interesting. I'm glad to have this on the tape.

ALDRICH: In fact, I guess they told me some of the names that had been considered for Chancellor at Irvine that I didn't know anything about. But, in any event, Clark Kerr commented about Ivan as one whom I ought to take a good look at as I began developing plans for the administrators on the campus, and so I immediately got in touch with Ivan, whom I did not know at all, at UCLA, arranged to visit him there, liked very much what I saw and heard, and subsequently invited Ivan to come down. Ivan came down and visited with me. I remember taking him to--I don't know whether it was the Newporter Inn or where it was (that was our principal place for doing

business---if we were recruiting, this was essentially the only eating establishment around).

McCULLOCH: Yes, I remember that. The spring of '62?

ALDRICH: Yes. Ivan indicated to me that he was very much interested in what he saw here, that in fact he had a home there in Harbor View Hills, and that he went home from his visit with me and informed his wife that he had visited down here and had been offered the vice chancellorship or a position here and had not considered it carefully and thoroughly; he didn't know as he'd be able to get his hat in the door. So he left me, indicating that he would certainly consider the matter and talk it over with the people at home and I would hear from him, and I shortly did. So Ivan came on as the Vice Chancellor of Academic Affairs.

During '62-'63, I continued to function as University Dean of Agriculture.

McCULLOCH: Gee, you commuted down here, then.

ALDRICH: That is correct, because a bond issue, which was to go on the June, '62, ballot, that would provide the resources for building of the campus, was defeated.

McCULLOCH: Well I remember.

ALDRICH: And the President indicated that there was no need for me to take off my University Dean of Agriculture hat until we had the wherewithal really to commence the development of the campus, even though I was involved in planning and in the process of recruiting people. But the bond issue went on the November ballot and passed, and so I came down in, I guess, February of '63, as I was commuting back and forth, and took up residence in the Irvine Ranch house.

McCULLOCH: L. E. Cox told me he was attached to the Universitywide--

ALDRICH: Correct. Elmo Morgan was Vice President for Physical

planning and Development--whatever title covered that area during those days--had known L. E. by way of their Army assignments, and I guess Elmo was on active duty in Washington and saw L. E. in Washington--

McCULLOCH: L. E. told me this--I have it taped.

ALDRICH: --and told him of the considerable developments that were going on out here, that Elmo was looking for someone to work with him, serving as liaison between his office and, in this particular instance, The Irvine Company, as negotiation for the land went on, and so L. E. retired, went with Elmo, and was serving as liaison out of Elmo's office with The Irvine Company and was actually located down here, over in the Irvine Ranch house where his office was. And so, as I started recruiting, say, the Business Officer, I talked with Elmo about L. E., and Elmo indicated he felt that L. E. would make a first-rate man for me, and so he moved out of Elmo's shop into my shop and was initially appointed as Business Officer.

During this same period, I was talking with Ed Steinhaus, whom I had known for a long time, about what I was hoping--

McCULLOCH: This is the spring of '62?

ALDRICH: This would have been along in '62, spring of '62. I think it was at an All-University Conference in '62 or possibly '63, but I think it was in the spring of '62 that I spoke to Ed about what I was planning to do, hoping to do, and talked to him about biological sciences, and it was at the All-University Conference that essentially we crystallized our discussions about Ed's coming to Irvine. And actually he was the first academic administrator recruited.

McCULLOCH: Right.

ALDRICH: And Ed came on to be the Dean of Biological Sciences. Ivan came on and assumed the responsibility for the recruiting of all of our initial faculty. Ralph Gerard was one whom I had been put in touch with via

Bob Tschirgi. Bob Saunders I took on to advise me about engineering, because I knew him at Berkeley, where he was Chairman of the Department of Electrical Engineering. Clayton Garrison was a young Associate Professor of Drama--he might even have been an Assistant Professor of Drama---

McCULLOCH: He was Associate Professor.

ALDRICH: --Associate Professor of Drama at Riverside. I remember attending a Regents' meeting there, and, during the Regents' meeting an opportunity was provided for The Regents to see a musical that was being put on by the Drama Department. It was a delightful performance, and I remember The Regents' leaving the performance and one commenting that, seeing that performance and what was being done there, there was certainly hope for Riverside.

McCULLOCH: That's an interesting sidelight.

ALDRICH: Based upon that show of talent and involvement in this side of UCR, I then realized that the man whom Ivan Hinderaker had been talking about as the possible head of Fine Arts was the man who had directed that production, Clayton Garrison, and so I went to see Clayton subsequently and talked to him about Fine Arts and what we might do at Irvine, and he was interested in doing it. Of course, the whole character of the Fine Arts' being studio-performance centered was the consequence of Clayton's own particular interest in what he thought the opportunities would be. He had to bring the conservatory, the drama school, the art school into the University, rather than away from it.

McCULLOCH: Well, I remember you invited him down to the August, 1963, meeting, where you had your Advisory Committee.

ALDRICH: Right.

McCULLOCH: I remember Dick Balch was there, and Garrison was there. There's a picture of it--I've got a picture of it.

ALDRICH: Yes, I see. It was in this period, '62-'63. Well, I think I've probably--

McCULLOCH: You've certainly covered the first question.

ALDRICH: --covered the first one. With respect to the rest--

McCULLOCH: I'd like to know--what I am interested in is your connection with Pereira and your participation in the physical planning of the campus.

ALDRICH: Right. Well, Bill Pereira had earlier been hired by The Regents (at that time, the name of Pereira & Luckman) to look at sites--he did feasibility studies on siting the several new campuses. As the site was chosen here, Bill Pereira then was engaged by The Regents, and about this time he and Luckman separated. Bill did a feasibility study, based upon the criteria that had been provided him by a committee of the University, made up of faculty and administrators, and essentially came forth with a report that the Irvine sites (there were two of them at the time) met the criteria. So we moved immediately from siting into site-planning and development. The money was in the budget for so many square feet of space down here. It initially was in the budget, I suppose, in the form of producing a giant cube for the various functions of whatever was going to be the University, because the President and the Vice President, Harry Wellman, simply got into the budget, money for the building of space here, knowing that sooner or later a Chancellor was going to be appointed who would proceed to turn that space into kinds of space related to some kind of academic program. And so Bill Pereira was the one who was involved with us in planning the site and also in planning the first buildings. And it was in conversation with Clark Kerr, Bill, and me that the concept of the ring--

McCULLOCH: Yes, Clark Kerr told me that on his tape.

ALDRICH: And Clark drew out on a piece of yellow paper with his green-

pen the idea of a circle with disciplines related around it. We then picked up on it and elaborated on what would be distributed around the core and how things would grow out from the core--the basic disciplines at the center, the applied fields, professional fields, developing out of a given discipline or a mixture of disciplines occurring out along the spokes, on-campus housing relating to that, the inclusion-area concept which Bill Pereira introduced to bring campus and community together and provide for interaction.

McCULLOCH: Dan, may I interrupt and ask one question?

ALDRICH: Yes.

McCULLOCH: Did they ever consider putting the library in the center?

ALDRICH: That certainly was mentioned, but I don't recall at the very beginning. My recollection of what might have been at the center was something called a communication center, because Pereira envisioned a campanile.

McCULLOCH: I saw that--we had a picture in that first--

ALDRICH: Yes, an architectural rendering of something in the central park, at the base of which could have been a building, housing certain kinds of central communication. However, early on I don't recall the library being situated there, although subsequently there was talk that the library--or library and other communication facilities--might go into the central park.

McCULLOCH: Well, you've really given me the physical planning.

ALDRICH: I might indicate this about physical planning, which to me is very important, to understand how the campus is laid out as it is, why it is laid out as it is: In February of '62, February or March, I went out to Japan, Jean and I did, on the occasion of the tenth anniversary of the young Japanese visiting farmers program that I had been involved in. While in Japan, I had visited the Emperor's gardens and had been very much impressed

with how the people of Tokyo used those gardens. It was a respite from this otherwise highly urbanized setting. Millions of people would come to these gardens simply to lie on the lawn, visit. The flowers and trees and shrubs--it was an oasis, essentially.

McCULLOCH: That's interesting.

ALDRICH: And recognizing what Orange County was expected to be in time, I saw the campus at Irvine being an oasis from what otherwise would be a densely populated area and that it could serve as the Emperor's gardens did to the people of Tokyo.

McCULLOCH: Delightful! That's interesting!

ALDRICH: I also used to look out of the office building at Berkeley that housed the Statewide offices of the University up into the campus, particularly into the Strawberry Creek glade that goes up past Agriculture and ultimately on up past the Faculty Club, and would see there scenes like the Emperor's gardens in Tokyo--not as densely utilized, but young people bringing children in to play on the lawns there in the glade, people stretched out sunning, and I thought of that in terms of the campus, with the idea of the campus being a park offering relief to a densely populated, developed area around the campus, also knowing that, for a long time, around us we would be looking at the dry-farm grazing land, and, in order to provide transition from what would be the formalized settings of the building to something less formal, the central park provided that. Furthermore, the spokes of the wheel lie along natural drainage channels toward this basin in which the campus is located, located in and around a basin with a northward tilt--because it's more interesting terrain than simply putting it on flat ground--and utilize the natural drainageways as open space from the park--that enables us to look to the hills beyond.

McCULLOCH: I didn't know that; this is the first time I learned that.

ALDRICH: Yes, and that's why, as you look out between Engineering and Computer Science and Physical Science, you look to the hills. As you look between the Library and Social Science, you look to Saddleback.

McCULLOCH: That's right.

ALDRICH: And so we were wanting to provide a sense of openness and to preserve a sense of openness in an area that would have very little of it in time, and also it would provide us an opportunity to move, as I say, from the very formalized, sculptured bases of the buildings to a less formal area, the park. Our park takes the place of the quadrangle. Now, the quadrangles of traditional classical campuses are very--

McCULLOCH: Small?

ALDRICH: Yes, and very precisely laid out; there is a classical dimension. Occidental College provides that, and we looked at such. Well, we moved from the classical quadrangle, buildings arrayed around it, to a less formal setting, and that provided us this in our central park of twenty-nine acres, and from the park the opportunity to look out to what would be still less formal--simply natural terrain with dry-farm grain and animals on it for quite a period of time during our development.

Also, since I was much interested in seeing this landscape develop with materials that would do well in a Mediterranean climate where we could demonstrate new plant materials, and having seen as a consequence of the nursery business moving from the nursery to the supermarket the variety of plant materials offered to the public continually decreasing because they grow only what it's easy to maintain and sell in a supermarket setting--that being the only material available to the public, that then being the only plant material the public ever knows--little by little over the years I'd seen the nursery business decrease in the variety of plant material offered. And so I thought, well, here we could provide a place to demonstrate new

plant materials, get some idea as to how new plant materials would function, grow, in this soil and climate and, as a consequence of this, perhaps encourage new materials to be once again grown and propagated by the nursery industry.

McCULLOCH: Very good.

ALDRICH: And so we collected plant materials from Mediterranean climates around the world, seed as well as vegetated cuttings. You couldn't bring soil from around the world because of the possibility of the transmission of disease. And so our vegetated cuttings, as well as our seeds, were propagated in the greenhouse at UCLA.

McCULLOCH: Wonderful.

ALDRICH: Ted Froeling propagated them.

McCULLOCH: How do you spell his name?

ALDRICH: I think it's F-r-o-e-l-i-n-g. And as they were rooted they were moved then to the South Coast Field Station into gallon cans and subsequently into five-gallon cans. And so the eucalyptus trees, the first that were planted out here, were planted by the Alumni Council from Berkeley that met on the campus and wanted to leave a memento of their visit while the campus buildings were under construction. They spoke to me about a tree-planting ceremony, and I said, "Well, you plant a tree out there in this stage of the campus development and it'll be run over by the vehicles, trucks, et cetera, as the campus is building, and we've got to make more of an impact than a single tree; since we have several thousand trees and shrubs being grown at the South Coast Field Station, I think that nothing would be more fitting than to have the Berkeley Alumni Council plant a grove of trees and, for that matter, a grove of eucalyptus trees--"

McCULLOCH: Australian.

ALDRICH: "--which, like those magnificent eucalyptus at the entrance

to the Berkeley campus, next to Life Sciences, would be a fitting memento of the Berkeley Alumni Council's visit to the campus." And so we provided sixteen trees for the planting on that particular occasion.

McCULLOCH: Wonderful, wonderful.

ALDRICH: And these were seed that came from Australia.

McCULLOCH: Wonderful. Dan, I want to stop here, because I want to tape you further, and I know it's twelve o'clock.

September 16, 1974

McCULLOCH: The fourth question is, can you give me some recollection of how you came to hire Ivan, Ralph, Ed Steinhaus, and possibly Len Moffitt?

ALDRICH: I can give you some impressions, and not only some impressions; I can elaborate on some of the circumstances and events that took place as each one of them was hired.

McCULLOCH: I'd like to hear it.

ALDRICH: Commencing with the Vice Chancellor of Academic Affairs, Ivan Hinderaker, it was after my appointment as Chancellor that I immediately began the search for those who would assist me, and I identified the principals as Vice Chancellors for Academic Affairs, Business Affairs, and Student Affairs, and in the search for a Vice Chancellor, without reference to Ivan Hinderaker, my first interest involved Vernon Cheadle, who was essentially Vice Chancellor responsible (possibly in an acting capacity) for academic affairs on the Davis campus, and I talked to Vern about coming to UCI as Vice Chancellor of Academic Affairs. In discussion with him, not directly, but certainly by inference to it (as it turned out, it was

President Kerr), that Vernon had a couple of opportunities, probably more, that had been presented to him, concerning moves from the Davis campus, one of them definitely being the one at Irvine. Subsequently, I was advised by the President that he was considering Vernon for the chancellorship at Santa Barbara, and I appreciated the fact that that seemed to be in the cards, so I backed off in my efforts to persuade Vernon to come to Irvine as Vice Chancellor for Academic Affairs.

In my discussion with the President, I had been given the names of people whom I should certainly look at in connection with the vice chancellorship, among them one who had been considered for the chancellorship at Irvine. His name had been brought up at that time in connection with Irvine, and that was Ivan Hinderaker, whom I had not known and hadn't heard of, who was at UCLA, and so I went to see Ivan. I enjoyed my first meeting with him and invited him to come down to talk further about Irvine and academic affairs and his possible involvement with it. Ivan came down.

McCULLOCH: What approximate time was this?

ALDRICH: It was in the spring, I would say, of '63. You see, I was appointed in the winter of '62.

McCULLOCH: Could this be the spring of '62?

ALDRICH: Possibly the spring of '62--I'd have to go back and check, for the simple reason that there was a period, you see, between January of '62 and actually '63 when, because the bond issue which went to the voters in June of '62 had failed and not having the money to proceed with the building of the campus, I wore two hats as University Dean of Agriculture and as Chancellor and was advised to continue to wear them until we had the money to do something here. In November of '62, the money became available through the bond issue (the bond issue passed), and so we really weren't in motion on planning the development at Irvine, and as a consequence, Sam,

right now I can't recall whether my conversation with Ivan, with Ralph Gerard, with Ed Steinhaus took place in the spring of '62 or the spring of '63. I'm inclined to think it was the spring of '62. In any event, Ivan came down, and we talked some more about what it was we had in mind to do. And, you know, the reason I think it was possibly '63 is that we had moved to the Interim Office facilities at the time those visits were made, and that took place in December of '62. In December of '62, we came out from the Ranch House and occupied what we called the Interim Office facilities, and Ivan's visit to the campus was when we were functioning in that building. Certainly the record, the correspondence, et cetera, could establish this fact.

Ed Steinhaus--I know I talked to Ed about biological sciences at the All-University Conference, and it was at the All-University Conference that Ed indicated interest in talking with me further about bio sci. I'm quite sure that followed Ivan's involvement with me, although that may well have been in March (usually the All-University Conference is held then) before Ivan was appointed, because I always referred to Ed Steinhaus as being my first appointment among the academics, as I was still wearing my hat as University Dean of Agriculture. I remember commenting to Paul SHARP, the Director of the Agricultural Experiment Station, about my discussions with Ed concerning being Dean of Biological Sciences and Paul's saying to me, "Well, considering all the difficulties that you have had with Ed Steinhaus as he pursues his biological control and his laboratories and one thing or another, what in the world are you reaching out to Ed Steinhaus for under the present circumstances?" And my comment was, "I would much rather be working with the so-called problems that Ed Steinhaus generates in his enthusiasm and drive to do something in the area of biology than dealing with someone whom I was constantly having to jab in the behind to get something done, and so if those are problems, then those are problems I'd be

glad to have." And so I continued my pursuit of Ed Steinhaus and recruitment of him.

With respect to Ivan, as he visited and learned about what we had in mind here, Ivan indicated that he and another, who one day was to join us, would often engage in the exercise of where, if they were to put together an institution of higher education, they would do it. Jack Peltason was the other who joined us. And they talked about the Newport Beach-Orange Coast area as the place, and, in short, Ivan said to me, I recall, "If my wife knew I had been extended the opportunity to come down here and engage in the development of this new campus and didn't consider it seriously, she'd wonder what was wrong with me, considering the kinds of conversations that had gone on about this location." And, certainly, at that time I didn't know that Ivan had a home here in Harbor View Hills. Well, Ivan went back to UCLA, indicated that I should contact him in a few days and he would let me know his response, which I did, and of course his response was, "Yes." And so Ivan joined me.

At the same time that I was looking for the Vice Chancellor of Academic Affairs I was having conversations with people about the Vice Chancellor for Business Affairs, and inasmuch as L. E. Cox was serving at that time as liaison between Vice President Morgan's office and The Irvine Company as the University negotiated for the thousand acres of land, I inquired of Elmo Morgan, who had known L. E. for a long time (they'd been stationed together during World War II) as to L. E.'s background, experience, abilities, et cetera, and Elmo commented that if he were to recommend someone to take his place--that's Morgan's place (he was then Vice President for, essentially, Business of the University)--he would recommend L. E. Cox.

McCULLOCH: That's a high recommendation!

ALDRICH: Right! And so I said, "Well, on the strength of that,

certainly as we think about--as I think about--someone to come and head business affairs on the Irvine campus, you would indicate that L. E. certainly has the qualifications." And so he did, and I hired L. E. as our Business Officer--he, moving from his position in Morgan's office as liaison between the University and The Irvine Company to a position on the staff at Irvine, subsequently moving from the role of Business Officer to the first Vice Chancellor of Business and Finance that the campus has had.

McCULLOCH: Ralph Gerard?

ALDRICH: Ralph Gerard came to my attention following discussions in the winter of '62 and spring of '62, I am sure, with Bob Tschirgi, who then was involved as a Vice President, I think, of Academic Planning with Clark Kerr, Universitywide, and Bob, having heard of my interest in making maximum use of computers, electronic data-processing, et cetera, in the development of the campus, called me and indicated that a man whom he knew to be one of the foremost scholars in the field of communication, information, the nature of learning, was at the Ames Laboratory in Sunnyvale, living with his wife during the year in Palo Alto, on leave essentially from the University of Michigan, and that he was a former teacher of his--Ralph Gerard. And so I called Ralph and indicated I would like to talk to him and what Bob Tschirgi had brought to my attention. Ralph came up from Sunnyvale to Berkeley, and we talked about Irvine and what our opportunities were--or what its opportunities were--and, on the basis of that conversation, I arranged to go down and talk further with Ralph and there met Frosty and essentially laid the groundwork for bringing Ralph to the campus, initially as Director of Special Programs and subsequently, as the graduate program got under way, as our first Graduate Dean.

McCULLOCH: Len Moffitt?

ALDRICH: Len Moffitt was one who came to my attention at about the

same time, and it was while I was still wearing the hat as University Dean of Agriculture. The meeting was in my office at Berkeley with Leonard, who had come to talk to me about the whole subject of community planning, the relationship of University to community. And because of Leonard's background in urban planning, community planning, the fact that he had pursued a degree in the School for Architectural and Environmental Planning or something of that nature at Berkeley, and what his interests were, I hired Leonard as a planner. Leonard was an interesting mixture of academician and practicing planner, and so for Irvine, for me, at that time in Irvine's history, he provided a very good resource. He knew of the academician's approach to the subject of urban planning and community, knew the people who were leaders in the field, was interested himself in the academic side of such, but also had been a planner in cities---Fremont, Hawaii, Alaska---and so it wasn't simply a faculty member interested in moving into the practice of urban planning, community planning, but was one who had moved between the two experiences.

McCULLOCH: Yes, I liked that balance in the man. I always enjoyed that with him--he was a very practical fellow.

ALDRICH: That is right, but then appreciated the need for essentially detached scholarship in the field.

McCULLOCH: How about Dick Balch?

ALDRICH: Dick Balch was the first Vice Chancellor of Student Affairs, and quite frankly I can't recall, Sam, how Dick Balch first came to my attention.

McCULLOCH: He was apparently brought down from Stanford as a consultant in one of your big meetings. And twice he was approached; the first time, he turned it down (I have taped him), and the second time he accepted.

ALDRICH: I know that Dick was at Stanford, involved in the Pace

Program there, Assistant Director or Associate Director of the program which was the major development program for Stanford. He had been Dean of Men there, I believe; he'd been Dean of Students at MIT; he had been involved with admissions, et cetera, at Union, from which he had graduated. And as he talked to me about the nature of the relationship between student and faculty member, which his experience at Stanford, MIT, Union, et cetera, had led him to foster, I was impressed with his approach--it was essentially that there should be a minimum of professional supporting personnel, called Student Affairs, since one should involve, to the maximum, faculty in the business of advising and counseling students, whether it pertained to academic matters or other matters, and the view of the professor and the student on either end of the log was Dick's model. Dick, therefore, suggested that there be no Deans in Student Affairs, the Deans being identified only in Academic Affairs; that he, as Vice Chancellor of Student Affairs, with supporting staff essentially identified as Administrative Assistants, could do the job that Irvine was interested, or should be interested, in pursuing. And that's the way we began.

McCULLOCH: We sure did.

ALDRICH: Even to the extent that the Admissions Officer and Registrar was not identified as an Admissions Officer or Registrar as he came to fulfill those responsibilities.

McCULLOCH: Lyle Gainsley.

ALDRICH: Lyle Gainsley. And Dick was with us during the planning and development stage of the campus up to about two weeks before we opened, at which time he resigned. And shortly thereafter, as a consequence of being thrust immediately into carrying out essentially the responsibilities of the Vice Chancellor of Student Affairs since Dick had left the campus, we pressed into service as an Acting Vice Chancellor a young Assistant Professor--

McCULLOCH: Spencer Olin.

ALDRICH: --who had an appointment in History as well as part-time in the office of the Vice Chancellor of Academic Affairs, responsible for academic counseling. And so--

McCULLOCH: Yes, I'd been involved in recruiting him. We brought him down, and Balch and I interviewed him. He came from Claremont.

ALDRICH: So Spence was pressed into service as Vice Chancellor of Student Affairs, and between us and Margaret Setzer, who was our first Head Resident for Mesa Court, we began dealing with the 1585 students--

McCULLOCH: Eighty-nine.

ALDRICH: --or eighty-nine who came to Irvine--500 of them in residence at Mesa Court. And out of that firsthand experience, of those who were identified as Administrative Assistants whether they were head of housing, food service as was Ellene Sumner, admissions and registration as was Lyle Gainsley, and the difficulties that the likes of Lyle encountered as he identified himself with some of the professionals in the field of admissions and registration, I came quickly to abandon identifying simply as Administrative Assistants these people who had considerable responsibility, and they took on the titles that more appropriately described their jobs.

McCULLOCH: I think we had a very successful opening. I remember that very vividly.

ALDRICH: Yes.

McCULLOCH: The next question, Dan--what is your recollection of the planning we did in the actual meetings we held when we put together the purple book? I know that you were involved in these, though you let Jack chair the meetings.

ALDRICH: That is correct. This is right. The development of the academic program, plan, organization of the campus commenced with a broad-brush

outline by me of the institution that I hoped it could come to be: the concept of a College of Arts, Letters, and Science made up of five broad divisions at the heart of it, the desire to open in addition with at least a couple of professional schools so as to identify Irvine as not a liberal arts college alone, or not a two-year school that one day would become four, or not an undergraduate institution that one day might become graduate. I was anxious to set forth a College of Arts, Letters, and Science organized on a divisional basis with the addition of two professional schools, essentially serving notice at the very outset that Irvine would have such professional schools as well as research centers, bureaus, and institutes (in order to have one of these as we began, the Public Policy Research Organization was it), so that anyone who would hear about Irvine or come to know about it would identify it as the general campus it was supposed to be. And this reflected the experience I'd had at Riverside in changing from a 1500-student liberal arts college, conceived to be the Amherst of the West--

McCULLOCH: Swarthmore--it had women, too. Swarthmore.

ALDRICH: Swarthmore, too. At least, I used to hear about it as the Amherst of the West.

McCULLOCH: Amherst only has men--I taught there. Swarthmore of the West, they called it.

ALDRICH: We who were members of the Citrus Experiment Station at Riverside, long before a campus came there, recall its being thought of as the Amherst of the West; subsequently, they may have talked about it as the Swarthmore because that was a coeducational institution. Be that as it may, from knowing the difficulties that the Riverside campus encountered as it moved from a liberal arts college to a general campus, also having experience on the Davis campus and seeing what perception people had of that campus for the longest time, thinking of it only as the Aggie campus, the

College of Agriculture, ten years after it had a College of Letters and Science and Vet School and Engineering and a variety of other programs, because it started as an Aggie School, the University Farm, rather than go through a process of evolution in which Irvine would come to be known eventually as a general campus, I thought it was important that the day we opened our doors there would be no question in anybody's mind that we were a general campus and it would be sufficiently developed here to give evidence of that fact.

McCULLOCH: I admire you for that, Dan, because, although we worked our tails off, it was still the right decision, and the base is broad enough now that, in the long run, we will be the best of the new campuses.

ALDRICH: The intention was to provide a base broad enough that, depending upon stormy weather or whatever the situation might be ahead, the course we had set for becoming a general campus would never be altered.

McCULLOCH: You're dead right, so we followed that out, and we kept going at it.

ALDRICH: It meant spreading our resources very thin.

McCULLOCH: It sure did!

ALDRICH: But it was the expectation that growth would provide the wherewithal in order to expand, to add to those resources, that gave us the courage to venture as we did, and there was no thought that we'd be involved otherwise. Certainly, as time passed, we did come into circumstances not particularly related to growth, but in terms of--

McCULLOCH: Slender resources.

ALDRICH: --fewer resources, changed therefore in number of faculty, supporting staff, and support for faculty and staff with which we could respond to the growth that was occurring on the campus. And inasmuch as the standards for adding faculty in terms of the numbers of students, the

student-faculty ratio, space standards, et cetera, changed, we simply were not able to proceed at a pace that we had earlier envisioned, in undergirding, adding to the various programs with which we began, letting alone setting in motion new ones. So, early in the history of Irvine, we had to deal with how to adjust allocation of resources in order to accommodate new opportunities, new programs, and not simply set them in motion because additional resources were made available to do so,

McCULLOCH: Dan, there is really one question I want to ask you. This is the final one. What would you do differently if you had it to do over again?

ALDRICH: Well, if I had to do it all over again and knew at the beginning the circumstances and conditions that I was to encounter and would have to face two years out, three years out, four or five years out, I wouldn't have done anything differently, because what I started with and the manner in which I started in terms of the breadth of programs that we had here was the reflection of the fact that I wanted to have some insurance in the event that times changed, that what we had started we could continue to develop. And it turned out that conditions did develop that produced problems for us, yet we managed, I think, to face those changing conditions, circumstances, and resources and keep us under way. So the way I began wouldn't have been any different, Sam.

However, had some changes taken place in the organization of what we have on the campus and if I had known at the time that they took place, I would have injected some other thinking and effort in obtaining understanding into the picture. And that comes back to the opportunity that Irvine's academic programs afford the young people who do not, at the outset or subsequently in their careers here, declare their interest in professional fields of study. I believed that the College of Arts, Letters, and Science,

which was the way I pictured the totality of the basic disciplines that undergird this institution--or anything called University--would provide, in addition, the opportunity for those who wanted to specialize and professionalize, also the opportunity of bringing together the best minds in an environment that I would call liberal studies or the liberal arts experience. To me, it wasn't a case of either/or; it was a case of ensuring the best of both.

But what took place when we moved from divisions in the College of Arts, Letters, and Science to schools and the abolition of the College of Arts, Letters, and Science, which really never did function as such on the campus, it seemed to me in retrospect that we made it more difficult for the institution to present a position, a posture or image, to prospective students, that we also have very good liberal arts experience available to them on the campus, and I feel that anything called University of quality should present that opportunity, as well as that which attends the specialization at the graduate level that we had responsibility for and the professionalization. And so I continue to be concerned about how this opportunity can be presented as well as pursued on this campus, as we have seemingly long ago successfully established the fact that there are specific areas of scholarship, and I will identify them broadly as physical sciences, biological sciences, social sciences, humanities, and fine arts that can be pursued by students in a program that may draw together the best from each of these as an undergraduate or baccalaureate degree. And so, if I had it to do over again, I would work better than I know how to work at seeing to it that an offering of this quality in the field of liberal studies, and so identified, grew as did the specialized areas of scholarship.

McCULLOCH: Dan, I want to thank you for this tape, and I want to thank you also personally for the opportunity to come to Irvine and to be a part

of this operation, because it has been the best years of my life. Although I have had offers to leave, I'm still here, and I think that's because we have such a really fine operation at Irvine, and I intend, as far as I know, to remain part of it. Thank you very much, Dan.

ALDRICH: I certainly appreciate the fact that you, coming to us as the first Dean of Humanities, participated with the others whom we have had occasion to refer to in this discussion in setting the course and style of the Irvine campus, and I know the interest you had then, you have now. And quite frankly, as I express my concern about developing a reputation for a good program in liberal arts--undergraduate program in liberal arts--I am aware that many people on this campus immediately say, "Chancellor, we have it."

Whether the individual presently declares as a major in the humanities or possibly a major in the biological sciences or a major elsewhere on the campus, the pursuit of the major doesn't require so much of the student's time or consume credits or units or what-have-you toward the degree that a very good liberal arts program of study can't be pursued by that student, even though he identifies as an English major, history major, bio sci major. And I have to admit that when I examine the opportunity that is available to the students, even though they declare majors in these various disciplines, I don't readily admit that opportunity exists. Somehow or another, we have failed, I believe, to make that opportunity known so that a student's perception of the campus can change to accommodate that opportunity.

McCULLOCH: I intend to follow that up, Dan, with Sylvia Lenhoff, because I've done a lot of advising (I was on the corps of advisors last year), and I think we can manage to do that.

ALDRICH: And further, Sam, to identify a student who is not prepared immediately to say he is going to be a bio sci major or this major or that

major or is undeclared or undecided doesn't do justice to the opportunity that the campus affords for what we might identify as a liberal arts major (I don't like the term general education major, because I think that doesn't portray the opportunity as an undergraduate liberal arts program which I feel this campus, among the other things it does, should do and do well).

McCULLOCH: I agree with you, Dan. I agree with you very much. And I want to thank you.