

INTERVIEWEE: DR. RICHARD BAISDEN
Dean of Extension and Director, Summer Session,
1965 to 1988

INTERVIEWER: Samuel C. McCulloch
Emeritus Professor of History
UCI Historian

DATE: February 15, 1990

SM: This is an interview with Dean Richard Baisden who was Dean of Extension and Summer Session from 1964 . . . Is that right, 1964?

RB: Well, I started in 1965, actually.

SM: Right. Okay, 1965 to 1988?

RB: Yes.

SM: Okay. Now, the question is how long did you work for UCLA? You were working in the Orange County area, weren't you?

RB: Actually, we have to distinguish between working for UCLA and working at UCLA. In the days when I first started with Extension, Extension had for its history been a statewide organization of the university, and was administered through a northern area and a southern area, and UCLA happened to be the headquarters of the southern area. So I was stationed at UCLA but didn't work for UCLA at the time. I worked for the systemwide organization called University Extension.

My job, when I was in that role, was the Associate Director of the southern area, responsible for all programs and activities of Extension not on the UCLA campus. And this, the southern area, included everything from San Luis Obispo to the Mexican border. I was responsible for our programs

which were in Santa Barbara, in connection with the Santa Barbara campus, in San Diego, in Riverside, and ultimately we set up programs in the San Fernando Valley, the San Gabriel Valley, in Long Beach and in Orange County.

SM: What dates did you start this? What year?

RB: This was starting in 1957.

SM: Well, before that . . . I know you got your degree from Chicago, didn't you?

RB: Yes.

SM: And you got your B.A. from Rutgers. Did you teach Political Science to begin with?

RB: Well, I was brought to California by Arthur Coons who was president of Occidental College.

SM: Oh, yes.

RB: And he interviewed me at the University of Chicago and offered me a job as assistant professor of Political Science at Occidental. I taught there for two years and then was fortunate enough to get a faculty fellowship from the Ford Foundation and had that for a year, which enabled me to learn an awful lot about California politics and government, which I hadn't known.

SM: The Ford Foundation?

RB: Yes, right.

SM: But you did it out of Occidental, as it were?

RB: Yes. Then after that was over, when they offered me re-employment--as they had to--I wasn't too happy about the salary and decided to use that as a way to find out whether I would ever be compensated at Occidental according to what I felt I should be. And I found out the answer was no, so I then moved to UCLA. Went with the Institute of Industrial Relations at a very exciting time because it was during the Korean War and the labor strife which followed the Korean War.

SM: Was Winston Crouch involved?

RB: No, Winston Crouch was with the Public Administration Program of Political Science. I knew Winston very well but he wasn't involved in the Institute of Industrial Relations.

SM: That's interesting. And from that, you picked up the work on Extension?

RB: Yes.

SM: Boy, it must have been a very big job to have all of southern California. (chuckling) Well, tell me now, you obviously were well-prepared to take the job that Dan Aldrich offered you. And you've answered question two, "Had you taught before that?" And you answered two years at (Occi.) - Oxy

RB: But you may be interested in some of the things that we did in Orange County prior to and early in the days of the planning for the Irvine campus.

SM: Yes, I am.

RB: University Extension really played a substantially unique role in the development, pre-development days of the Irvine campus. In connection with my job with all these so-called outlying areas, I had opened an extension center at Buena Park High School, and they were good enough to let us rent an office at the high school. We took over the whole high school at night for the courses that were planned at UCLA by the program planners there and offered at Buena Park. We had a teacher at the high school who we employed part-time to supervise the evening activities, to make sure the rooms were open and to shift them around and so on. So we had what I thought was a fairly good operation going.

Actually, Extension at UCLA had started to offer programs in Orange County as early as 1925 and most of the courses at that time were teacher education courses. But as time went on and as industry developed in Orange County, of course, we were able to do courses in business administration and in engineering. And then after Sputnik and all of the space money began to flow, then Extension played a major role in terms of re-tooling the engineers in this area for the space activities. So that was what brought about the opening of the office and the center at Buena Park High School.

Then, in the summer of 1960, the Regents decided that there was to be opened a campus in what they referred to as the Orange County-southeast Los Angeles County area. Of

course, nothing more was known at that time, except the intent to organize the campus. So, in the summer of 1960, President Clark Kerr, then the president of the university, wrote to my boss Paul Sheets who was statewide unit extension and proposed that Extension should develop what Kerr referred to as a saturation plan of organizing courses and other extension services to provide what he called a beachhead for the new campus in that area, and that the programs would be aimed primarily at college graduates, with special emphasis on the solution of the problems of the new communities.

²
probably--
"was transferred
to me by Sheets" } Well, since I was Associate Director for outlying areas,
at Kerr's request, I transferred to Levi Sheets. So it became
my job to develop and to expand the program which I had
started in Buena Park. At that time, prior to Kerr's request,
our programs were entirely professionally oriented: teachers,
business people and engineers. We weren't doing very much in
the cultural area, and, of course, Kerr specifically referred
to the programs dealing with the problems of the new
communities. So we decided to work particularly in the
cultural and the social problems area. In the early sixties,
responding to Kerr, we did a lot of programs that were
specially designed for Orange County. Orange County, at that
time, was really . . . Well, you know, you were here. It was
practically devoid of any kind of cultural activity.

SM: Yes.

RB: So we found a very receptive audience, at least in some ways receptive. We also found . . .

SM: (chuckling) Some critics.

RB: Found some critics, right. For example, in the spring of 1961, we organized an international film series, and were so absolutely radical as to include The Gold Rush with Charlie Chaplin. (laughter) Well, when the brochure that went out announcing this film series, which was to be held in the Grove Theater in Garden Grove . . .

SM: Oh, I know Grove.

RB: Yes.

SM: They have Shakespeare there.

RB: Right. I didn't expect to hear anything particular about it, but some way I started getting phone calls from the manager of the Grove Theater saying that he was getting all these vehement phone calls from people in Orange County.

SM: (laughter) Oh, my!

RB: Saying how dare he provide housing for a film done by that Commie Charlie Chaplin. (chuckling) Well, anyway, I told him to just cool it, that I was sure that this would die down. And nobody blew up the theater or anything. We held the program and it went fairly well.

At the same time, in order to give a focus to our expanding programs in Orange County, we took advantage of the office that Buena Park High School offered us and we staffed

it full-time. The first employee who was hired full-time to staff that office was a local lady by the name of Ruth Hauter. And, I guess, in a sense when . . .

SM: How do you spell Hauter?

RB: H-A-U-T-E-R.

SM: H-A-U-T-E-R?

RB: Yes. In a sense, I guess, one could say that she was the first employee of the University of California, Irvine, because she started the idea of having a full-time office staff where people could call about the programs. And, of course, this was long before anyone had been hired at the campus or even, for that matter, the campus site had been selected.

In 1962, I talked with . . . by this time, Aldrich had been appointed Chancellor. So I came down to see him and suggested that--again referring to Kerr's suggestion about Extension being used to establish a beachhead for the campus--suggested there might be some things that Extension could do which would use the name of the University of California, Irvine, and would give some visibility to the coming existence of the campus, even though, of course, the construction hadn't even started yet on the campus site. Aldrich was very interested in that.

So we started in 1962 and the first program we did, which was "University of California Extension and the University of

California, Irvine Presents the Chancellor's Series on the Arts Today." We called it the "Chancellor's Series" because he was all that existed of the University of California, Irvine. (chuckling) And this was held in the Garden Grove High School auditorium. Of course, Dan came to all of the sessions and introduced the speaker or performer of the evening.

We had a pretty good collection for that first lecture series. The speaker on literature was Christopher Isherwood.

SM: Oh, yes.

RB: The speaker on music was Roger Wagner.

SM: Oh, really!

RB: The speaker on drama was John Houseman and the speaker on art was Carl With, professor of art at UCLA.

SM: How do you spell that last name?

RB: W-I-T-H. That particular lecture series sold out in the Garden Grove High School auditorium which, as I recall, seated about 1200 people.

SM: That's impressive. That's impressive.

RB: Well, you know, the people were hungering for something like this and to see the university get started with something, and so they came out. Of course, Extension promoted the program like mad. But it went very well. This was followed the next year, in 1963, by a program called "The Chancellor's Music

Series." For that, we brought down Henry Temianka and his group.

SM: Oh, yes, that's nice.

RB: Richard Dyer Bennett.

SM: Oh, yes, a wonderful singer.

RB: Yes.

SM: A high tenor.

RB: Yes.

SM: Counter tenor.

RB: Yes. And then the third was Carlos Montoya.

SM: Oh, really!

RB: Classical guitarist.

SM: Yes.

RB: One curious thing that came up in that particular program, that was also held at the Garden Grove High School auditorium . . . The Kennedy assassination occurred--I think it was on a Thursday--the Thursday before . . . Or maybe it was a Friday, the Friday before the . . .

SM: I think it was a Friday.

RB: Yes, before the Montoya program. And of course, everybody was cancelling programs like that over the weekend, and Dan and I spent quite a bit of time on the weekend on the phone, trying to figure out what we would do, with or without Mr. Montoya. I give him credit. Dan finally said, "Well, maybe people are ready for something a little bit diverting at this

point," so we went ahead with the Montoya thing, and it went very well and nobody complained about our doing so.

There were a number of other things we did in conjunction with the University of California, Irvine's nonexistent campus. UCLA Extension, at that point, had developed a theater group which had been drummed up with the cooperation of John Houseman, who felt that there was a substantial hunger on the part of many of the Hollywood types to do something serious and that there was really no outlet in serious theater for them. So that Houseman and the UCLA theater group began to do serious theater at UCLA. Of course, I immediately jumped onto that and proposed that these programs should also be brought to Orange County.

SM: Was this at Royce Hall?

RB: Well, they were done in a couple of the smaller halls at UCLA.

SM: (inaudible) smaller halls, yes.

RB: Royce Hall is not very good for drama.

SM: (inaudible)

RB: Yes. Well, anyhow, we put on three major productions of the UCLA theater group in Orange County, again bringing some Hollywood-type names here, which everyone liked. We did Antigone with Mariette Hartley and John Carr.

SM: Oh, yes.

RB: We did Spoon River Anthology which was directed by Charles Aidman.

SM: How do you spell that?

RB: A-I-D-M-A-N.

SM: Yes, I know who he is.

RB: And then we did P.S. 193 with James Whitmore and directed by Sidney Pollack. And these went pretty well. (chuckling)

SM: I should say so! Why not, why not.

RB: So, yes, I think the Extension did a lot to give visibility to the . . .

SM: Coming campus.

RB: . . . the coming campus, and, really, it did play a unique role in what Kerr referred to as providing a bridgehead for the new campus. Of course, I came down to the campus in March of 1965.

SM: Okay, March of 1965 is where . . . the Deans' meetings, and you used to come to some of them.

RB: Right. I came to the Deans' meetings before that.

SM: Yes. Well, the Deans were all . . . at least I said, they should all try (inaudible) our faculty with some Extension courses. I gave one, too, myself. The one you organized, I can remember very vividly, with Hazard Adams and was Irish.

RB: That was recognizing the Yeats centennial.

SM: Yeats centennial, yes.

RB: And that was done in the first fall that the campus opened.

SM: That's right, and my wife took the course--took it for credit--because she was teaching over at OCC [Orange Coast College],

and the place was absolutely jammed. I've forgotten which room it was in but they were turned away.

RB: Yes. Well, we used the Humanities Hall 178.

SM: Yes, Humanities Hall 178.

RB: Right, yes.

SM: So you got off then and then another one was on revolutions, which I gave one lecture on about three years in. That would be about 1967, I think.

RB: And of course, Arthur Marder did his "Russian History through Russian Films."

SM: That's right. What did you do about those lectures that Arthur gave before we ever opened that was in the Collins Lecture Room, or whatever it was called, and he talked about the history of Europe, and he ran all the way from Rome to the present.

RB: We weren't involved in that.

SM: It was too bad, in a way, because he really was very good. I saw him and he was working all those lectures up himself. And each of the Deans would introduce him each time, so that Deans would be known to the audience.

RB: Oh, yes. I came down in the spring of 1965 for the purpose of planning a program to begin in the fall, concurrent with the opening of the campus, and taking over the UCLA program, the activity that had been planned from UCLA, as well as hopefully developing a lot of new programs on our own. One

of the programs that UCLA was offering and which was brought down to Orange County at my request was a program for business people called "The Executive Profile Lecture Series," and this was done at the Anaheim High School auditorium. And in the spring of 1965, The Executive Profile Lecture Series was entitled "Major Stresses on International Business," and one of the speakers was Romulo ^aBetencourt who was the first elected president of Venezuela.

SM: That's right.

RB: For some reason, ^aBetencourt was regarded by the far right in this country as being too far left. I guess he probably had nationalized some American companies or something, I don't know. (chuckling) But anyhow, that was our second major incident after Charlie Chaplin. (chuckling) I remember, I had invited Dan Aldrich to come up and introduce Betencourt and, of course, he agreed to do so. We had been getting some nasty letters about this particular lecture, which was on "Economic Development with Social Change and Freedom." When Aldrich and I arrived at the Anaheim High School auditorium, we were surprised to find this bunch of really big, strong thugs, with all the placards saying Down with Communism and Down with the Commie ^aBetencourt, (chuckling) marching back and forth across the sidewalk leading to the high school auditorium. And I snuggled up alongside of Aldrich because he was bigger and stronger than even those guys, so we walked

on in. And some people came and some people, I guess, decided not to do it.

After the audience had been seated, these guys then came into the hall. I don't remember whether they paid or not, but they sat in the back of the auditorium. Betencourt, of course, gave his lecture in Spanish, so there was a translator. And every time Betencourt said the word "freedom" or "liberty," these guys in the back of the hall would blow whistles. (laughter) It was a catastrophic experience! But, "Welcome to Orange County," you know. I mean, this was the John Birch Society at work.

We also did a number of cultural things during the first year or so that . . .

SM: When did Lou Anderson join with you?

RB: I'm not sure. I think it was probably in the first year sometime.

SM: Well, didn't you assign some of the cultural programs for her to organize?

RB: Well, she was responsible for programming in the Liberal Arts and Education.

SM: Any course that I taught, I would talk with her.

RB: Yes, well, you would come under that. We had other program planners in Business and Engineering and so on, but not very many in those early days. Everybody had to do triple duty. But we had some very good programs. Even as early as 1966,

I guess it was, we had a major program on black influences on--of course, Negro was the word in those days--Negroes in the arts. We even had Duke Ellington and his orchestra at that one.

SM: Where did you have that held?

RB: That was held in the gym.

SM: Oh, yes?

RB: Yes.

SM: Oh, yes, very interesting.

RB: But we had black artists and writers and it was a great program.

SM: I remember, yes.

RB: Another emphasis, though, came up very early in the game because, of course, the opening of the campus almost coincided with the Watts riots. And, of course, that had everyone's nerves on edge, which is always a good time to do an educational program if you're involved with Extension. So we did a lecture series on the Watts riots and the report that was written by the investigating group, it's called the ✓ Koerner Commission, and they had a report which was supposed to explain why it happened and how future ones could be avoided.

SM: Oh, yes. K-O . . .

RB: Koerner, K-O-E-R-N-E-R. Koerner Commission.

SM: Oh, yes, I remember it.

RB: And that was our first real intervention in the race and poverty area; but we got into that fairly quickly, as I say, because there was great interest at the time. In 1968, we did the first Orange County Conference on Poverty in Orange County which, believe it or not, drew 1200 people. We did that in the gym and absolutely packed it. You'd be surprised at the quality of people that showed up, judges, mayors, county supervisors. You know, we had . . .

SM: You realize now with the Bren Center you can almost double your audience.

RB: Yes. Well, I don't know that Extension would do that kind of thing anymore. But we were the only organization which could do something like that in Orange County in those days, and so we did it, and did it successfully. I don't know whether you remember the "Community Seminars," Sam. They were perhaps among the most influential things we ever did.

SM: Yes, I remember.

RB: They were funded by the Ford Foundation and what they were were interracial discussion groups that we held in each community in Orange County. We'd have them in Santa Ana, we'd have them in the city of Orange, we'd have them in Laguna Beach. And to these, we would invite a fairly equal number of blacks, Mexican-Americans and white power structure types, and then we would provide them with reading materials and one of the faculty would serve as a discussion leader.

We would start it off with a residential weekend somewhere in southern California and then end it with another one, and then, in between, they would meet and discuss various issues with regard to race and poverty. Those were massively influential because, for the first time, really, in these communities, minority leaders and the white power structure really got a chance to talk to each other. I remember that out of the Santa Ana seminar, the first black and the first Mexican-American were put on the Santa Ana School Board.

SM: Who would attend a seminar like that?

RB: Well, that was, of course, by invitation only. I think, as I recall, we probably restricted it to about twenty-four or twenty-five. And it was a major commitment on these people's part because they were committed to attending one night a week for two or three months.

SM: Oh, yes.

RB: And they did. They took it very seriously because, you know, the Watts riots really shook people up in Orange County.

SM: Right.

RB: And everybody was anxious to see if anything could be done to make sure that it didn't happen here. Of course, there were those who didn't know we had minorities in Orange County, because our Mexican-American barrios were fairly well hidden; and unless you went to the right district of Santa Ana, you

didn't know there were any blacks in Orange County. So the Community Seminars were very influential.

Shall I go on talking about programs that we did in the early days?

SM: Yes, this is very interesting. Yes, continue.

RB: So far, we've covered one major void in Orange County, which was the cultural area. Second, the area of race and poverty. The other major area of weakness, that I perceived very early in the game in Orange County, was in terms of the sophistication of government, particularly in the area of planning. It was clear that Orange County was growing and was going to continue to grow very, very rapidly. And it was also clear that the people that were in power in Orange County were pretty much out of the agricultural past and had no concept with how to deal with social issues or how to deal with environmental problems and plan for transportation and so on. So, starting with the very first year that we were on campus, we developed a whole series of activities which were directed at people in the Orange County power structure, which were by invitation only and which were directed towards increasing their sophistication in this field.

The first thing we did was a lecture series called "Community Planning Processes." And, to that, we only invited mayors, city councilmen, supervisors, planning commissioners,

city managers and leaders of influential community groups, like chambers of commerce, League of Women Voters and so on.

SM: Did the Ford Foundation help you here?

RB: I think that this financial help for that program came out of something that was called Title I of the Higher Education Act.

SM: Oh, yes, I know Title I.

RB: Incidentally, as an interesting aside, you know that it was Title I of the Higher Education Act that President [Lyndon B.] Johnson previewed in his ground breaking speech on the Irvine campus. So we were very aware of Title I and we took full advantage. I think that we got Title I funds here at Irvine virtually every year that they were available. And since Title I money was to be used to assist communities in solving urban problems, the planning emphasis was a natural for that money.

So we did these lecture series on community planning processes and we were always able to far over-subscribe the number that we could take. The people came, and they came very religiously, and we gave them all certificates at the end of the lecture series, which they accepted with due solemnity. (laughter) You know, this couldn't happen anywhere, they just could not happen today. I mean, you couldn't get city councilmen to come to anything. But, you know, in those days they really felt a hunger for this.

We followed up the lecture series with a series of what we called "Chancellor's Seminars" on specific issues of planning: open space planning and redevelopment and so on. And they were very well attended.

SM: Did Periera speak to any of these?

RB: Periera spoke at a program that I forgot to mention that was done as part of this pre-campus series. We did one on planning and Periera gave a lecture in one of those.

The major device that we used for our planning programs was something that I dreamed up, and it was something called a "Study Team." I had never heard of it being used before, but do you remember Project 21? Project 21 was something that had been generated before I arrived in Orange County and it was stimulated by John B. Lawson who was the local chief executive for Aeroneutronics, which was part of the Philco Ford enterprise over on Jamboree Road. Project 21 started because John B. Lawson gave a speech at the annual chamber of commerce conference, at which he deplored the lack of planning in Orange County and suggested that the real nabobs in the county ought to get together and do something about it. And enough people were impressed by his speech to give him a call and say, "Okay, John, you suggested it, now do it!" (chuckling) So he put together a group which was composed of supervisors and big business types, and Aldrich was one of the members of the board of Project 21.

So he got this group all set up and then he didn't know what the hell to do next. He needed a program and he didn't know how to put together a program. So, one day, Aldrich called me in and said, "We've got this organization which exists and it's got a lot of good names, but it doesn't know what to do. Can you help them out?" So I went down and I talked with Lawson and I thought about it awhile and came up with the idea of establishing what I called UCI-Project 21 Study Teams. What we did was to take a major issue of Orange County and then, by invitation only, select the people in the county who could do something about the ^{problem} program; and invited them, with a letter co-signed by Aldrich and Lawson, to join the study team. And, you know, the Irvine Company was involved and the president of the Irvine Company was invited to be a member of the study team.

The environment at that time was such that they couldn't turn us down. I can't even remember anybody saying no to being on these study teams.

SM: Terrific.

RB: So we set up study teams on . . . The first one was called "Coordination of Urban Planning." We set one up on "Downtown Deterioration." We set one up on "Preserving Open Space," another on "Low Income Housing," one on "Population Growth and Environmental Quality." And, you know, we had all these big wheels in Orange County coming to campus one night a week, not

to attend a lecture but to talk with each other about . . . And of course, Extension hired a study team leader, who was the best person we could find in southern California on that subject, to chair the group. And then we provided them with a blank check to ask for outside speakers and any kind of resources they needed. But it was their job to come to a consensus and to write a report, which we guaranteed we would then publish, and then we would hold a conference on their report.

SM: Smart.

RB: And this was a new device and it worked beautifully.

SM: You say you published what?

RB: We published the report which was presented by the study team.

SM: Where did the report go to?

RB: Well, then we would mail it to all of the community leaders in Orange County.

SM: I got you.

RB: And also, of course, handed out to people who came to the conference which we would hold on the report. This was a very good tool, it really was.

SM: Yes, it sounds very good.

RB: And we got some marvelous reports out of them.

SM: Well, I'm embarrassed that I was not aware of a lot of this.

RB: Yes.

SM: I know I tried to make myself familiar with what's going on. Now, would that have been published in the Calendar of Events, announcing these people coming to campus?

RB: No, oh, no.

SM: Because this was an important information here.

RB: There were a lot of things that we did in Extension that we really didn't want very much publicity on.

SM: Ah, well!

RB: And particularly at particular stages in development.

SM: Yes, I know.

RB: You know, once we had a report done and were ready to do a conference, then, of course, we were anxious to get as many people and get as much visibility and press coverage. We got massive press coverage. But when we were just starting these things, we were not anxious to get the press involved because we didn't want pickets and so on. I mean, Orange County was — a touchy place in those days.

SM: Oh, yes.

RB: And to talk about things like transportation and low income housing and racial problems . . .

SM: Very courageous.

RB: This took a certain amount of something, I don't know what. So I think that despite the fact that we did run into a certain amount of flack on some of the things we did, I think

we pulled Orange County at least into the nineteenth century.
(laughter)

SM: Have we reached the twentieth yet?

RB: Actually, that's being too negative because the amazing thing is the number of actual things that were done as a result of these reports. The Orange County Transit District came about because of our report on transportation. The Orange County Human Relations Commission was a direct result of some of our activities, particularly of the community seminars, because we got enough people who were really concerned about minority and poverty problems that they could see the need for some kind of an ongoing government mechanism to do something about them. Practically all of our study teams resulted in some concrete government action like that.

SM: That's great.

RB: For example, the report of the open space study team was adopted 100 percent verbatim as the interim open space element of the Orange County General Plan. (chuckling)

SM: Very good.

RB: The only other thing I might mention that we did . . . I think that's enough on planning to give some notion as to . . .

SM: Well, I'm very impressed. We're going to turn this over.

RB: Okay. The next area that we got involved in was the women's lib[eration] area. And, of course, that was where Lou

Anderson was particularly influential. It was kind of fun, you know, getting started with the campus just at the time that these big things were breaking: the Watts riots and the women's lib movement and the environment and the planning issues and all that.

We did a great deal of programming in Extension on women's problems. They, of course, started out with fairly elementary type programs which were primarily consciousness raising, as to the nature of the issue; but then, of course, as time went on, became very specific in terms of helping women find jobs, to go back to school and prepare themselves for new or better jobs; then, of course, the establishment of the Women's Opportunity Center which was opened in 1970 and which we broke ground last Thursday after our retiree's meeting for a \$1.6 million building on campus for the Women's Opportunity Center, which is made possible by a very successful fund raising drive.

SM: I'm delighted because I was a great fan of Lou. Lou, rather interestingly enough, took my course in Constitution and Legal History of England and she came (inaudible). It's a two-quarter course mostly for pre-law students and she got As both times. But I was amazed. And then I used to see her a fair bit and talk with her. And then her husband was one hell of a good photographer.

RB: Yes.

SM: And when I gave a course around 1972 on English History, he came over to the house. I always had the class over to the house to hear the music and show the slides of the paintings and so on of the period. And he took these wonderful pictures. It was Glen, is that right?

RB: Yes.

SM: So I was very fond of Lou and the garden's going to be dedicated next month to her, this garden that they're going to do for her.

RB: Well, that won't be until after the building is built.

SM: Oh, I thought they said they were going to do something in February about locating a place for that.

RB: I don't know. They obviously can't do anything until the building is built. It's a construction site. (chuckling)

SM: Oh, that's true.

RB: I wouldn't want a garden there now. So, you know, there were a lot of things we did that are even now beginning to pay off.

SM: Yes, that's right.

RB: The interest in these things . . . In Extension, you have to strike while the iron is hot. That is, you have to involve people in issues that they, at that time, deem significant. So, in a sense, you know, we moved with the public's interest through these areas of culture and racial issues and planning and the women's issues.

Of course, in the mid-seventies, the really hot issue was the environment and we got very much involved in environmental programs, the most fun of which was a grant-financed program that we did in the Saddleback Valley which, of course, was undergoing considerable growth at the time. And working with the community associations in the Saddleback area, we tried to give them the information so that they could have a more successful impact on what was happening in their communities. You still see evidences of some of the things that we did in the Saddleback area with the community people there, in trying to preserve some vestiges of that lovely area. Unfortunately, not too many are being maintained, but at least some along the Aliso Creek where I go hiking a good deal.

SM: Mission Viejo is under considerable criticism. The [Mission Viejo] Company wants to go ahead and do all this building and the others who are planning don't want that.

RB: Yes.

SM: Too much density of housing.

RB: And, of course, in the environment area . . .

(End of Side 1)

SM: Okay, what I'd like to do now, Dick, is talk a little about the achievements that you felt now has put . . . You've outlined some very fine programs, but what in general would you think were your main achievements? That's the first thing.

RB: You mean personally or Extension generally?

SM: No, I think your work as the Director of Extension. Because you can't separate them one from the other.

RB: No, not very well. Well, I would say that probably my main achievement was to remain flexible enough to move to see Extension's focus move from one subject interest area to another as the public's fancy moved from one thing or another. There are some people who criticize Extension for being too flexible. Don't tell anybody in Continuing Education that because we don't happen to believe that the best program ever given in an empty hall is worth very much. And so, you know, you have to be where the public is in order to have a receptive audience which is interested and willing to learn and there, and particularly when you're selling them a product for which they have to pay their own money. Obviously, they have to feel that they need.

So, you know, that puts substantial constraints on what Extension can do and it puts an Extension dean under considerable pressure to keep his organization sufficiently fluid, so that you can move from programs that are environmentally oriented to programs that are culturally oriented to those that are oriented to social problems and those that are directed toward professional growth of people in their area of employment, which, of course, is where Extension has been primarily for the last ten years. And, you

know, we've made that adjustment over the years and I think that we've made it successfully.

SM: The fact that you had to move on a couple of occasions, I'm sure, didn't help. It didn't upset you too greatly but the one I felt the most was when you went over to the other side of the freeway.

RB: Well, that's a very sore subject with me because we moved not two times, but the time latest time I counted it, we had moved twelve times in my period on the campus. It was hugely disruptive because, you know, we would move into space that was not really desirable or adaptable for our purpose.

SM: It was on MacArthur, wasn't it?

RB: No, all over the place. We were in twelve places, both on the campus and off.

SM: But the one I'm thinking about . . .

RB: The one you're thinking of was at the corner of Main and MacArthur, right.

SM: That's right. Now, the next one . . .

RB: But that was a move from the Town Center Building across the street, which was equally bad.

SM: Right. That's right. But then, when you went from the one across the freeway, you went to your own building.

RB: We went to a building that was being constructed, yes.
(chuckling) They built that building around us, really.
(laughter)

SM: Did they really?

RB: But it was very disruptive. You know, people would just get used to finding us in one place and we'd move to somewhere else. It was very bad for morale because, you know, it was very clear during that period that Extension was at the bottom of the ladder, in terms of campus priorities. And that's not very much fun to be there.

SM: This is interesting and rather sad because all of the things you've told me, which this Chancellor would know all about, would indicate that you should rate higher up the ladder.

RB: Well, that's what I thought, yes. (chuckling)

SM: Well, I kind of feel sad. I'm, as I said, impressed with your work, and I had nothing but pleasant relations with your Extension, with Lou and with Toni Adler and a few of them. She'd come around about the Summer Session, because you had that responsibility, too.

RB: Yes.

SM: That's about all I need to know, unless you have something, you know, that is rather special. You see, I'll have a chapter on Extension. I'm writing the history and I'm blocking out my chapters.

RB: Oh, really?

SM: Yes. And I've always felt Extension is important. And I'm having (inaudible). I must have taught six or seven courses with you at least.

RB: Yes. Well, of course, since you mention the problem of housing Extension office space, you know, you asked me what my accomplishments were. Well, clearly, one of them has to be that we did what, to my knowledge, no other Extension has ever done, and that is we built our own office space out of our own fee income. And with the Women's Opportunity Center, we will now have built four buildings.

SM: I didn't know about this dedication, Dick. When was it announced? Who made the announcement?

RB: I have no idea. We had a pretty good-sized crowd there.

SM: Oh, I would have loved to have been there.

RB: Did you want to talk about Summer Session? That's a totally different . . .

SM: I'm pretty knowledgeable about it, too. I used to follow that right along. And we had, of course, our own (inaudible). I didn't teach it myself. We always had some of our people teaching and I used to watch the courses and everything.

RB: Well, we had a very unique Summer Session at UCI, as compared with the other campuses.

SM: What's unique about it?

RB: Well, the campus didn't start Summer Session until 1968, the reason being, you'll recall, that the very year that Irvine opened its doors was the year that the university declared it was going to go on the quarter system. And Irvine was the

first campus to go on the quarter system since it was being planned at the time.

SM: And Santa Cruz, too.

RB: Yes, and Santa Cruz, right. Well, of course, the other campuses had to follow within a year or so. And the theory of the summer session was that there were to be four quarters. I'm sorry, the theory of the four quarter [summer] system was that there would be a regular summer quarter, therefore, why would you need a summer session? So the talk when the Irvine campus was first opened was that maybe we don't need summer sessions at all anymore. So it took a couple of years at Berkeley and UCLA to find out that the summer quarter really didn't do the job and that there still was a need for a summer session. The summer quarter was just totally mismanaged.

SM: Well, you'd have to pay too much to pay . . .

RB: Yes, and it was obvious it was a very expensive thing. Summer Session, on the other hand, did a much better job and didn't cost the university a dime. So, in 1968, the decision was made by somebody that there should be a summer session at UCI and Roger Russell was the Vice Chancellor of Academic Affairs at the time and, for some reason, he decided . . . He couldn't find someone else to stick it with, (chuckling) so he decided on me. And since I . . .

SM: Good choice, good choice.

RB: Since this was one of the few times on campus I had some bargaining power, I made them give me some concessions if I would take it on. And my concessions were that I would have the freedom to do with Summer Session some things that I thought ought to be done with Summer Session. Typically, summer sessions were administered on the campus by some over-the-hill faculty member who they tried to find something for him to do. And he would, in turn, hire an administrative assistant who really did everything and he would just sort of observe, you know.

Summer Session directors at the university took no initiative, by and large, in planning the program. And by and large, what they did was they would make up a budget and then they would hand each school or department a budget, which the budgeted department was then supposed to plan a program within that budget, and the Director of Summer Session played no role in this at all. I didn't want any part of that kind of arrangement.

The other typical thing in Summer Session was there was one fee for a summer session. You know, it was like regular session: if you enrolled, you paid a student fee, which was supposed to cover all of your costs. And no matter how many courses you took, you paid the same fee. Well, I thought that was absurd because summer session is not planned only for regular session students, and a lot of people who attend

summer session don't intend to attend full-time. I mean, they're working and they're able to take one course or two courses. Some will just take a summer session for a two-unit dance course, just to keep in shape over the summer. And to charge the same fee for all these people, I just thought was absurd.

So the first thing I did when I planned the summer session in 1968 at Irvine was that, since I did not have the ability to have flexible fees, I did have the ability to set up concurrent courses. Do you remember concurrent courses?

SM: You bet.

RB: And so I made every course in Summer Session concurrent, which meant that anyone could take one course from Summer Session through Extension and pay an Extension fee which was equal to a one-course charge. And those that wanted the full load would pay the full fee, but those that just wanted to take a course could take it as a concurrent enrollment through Extension. This was a very popular thing, obviously, because a lot more people are now enrolled in Summer Session courses because that's all they wanted was one course and they did not want to pay the full fee. So, within a few years, I was able to statewide to break down the one-fee arrangement.

SM: Great.

RB: And most of the Summer Sessions now follow Irvine's lead, where we charge variable fees that just are all over the

place. I mean, there's not even a uniform course fee. We charge according to our best estimate as to what that course costs. An Engineering course that requires heavy expenditure of lab time and so on, people pay for the actual costs of that course. On the other hand, if they're attending a lecture course with fifty enrollees in History without labs and so on, then we can charge a little bit less. So, you know, I took the initiative and really turned the whole university system around on Summer Session, in terms of the fee schedule. And also, as I said earlier, in terms of taking the initiative in planning. You know, we always had a very viable program. And the reason we had a viable program was because I went to see every dean and every department chair, and we worked out what that school or department would offer. I didn't just hand them a blank check and do whatever you want.

Those campuses that did that, what the Summer Session got was the graduate student teaching the course that that graduate student wanted to teach, or that faculty member teaching that course that that faculty member wanted to teach--who needed the money during the summer--without reference to whether anybody wanted to take a course of that type. You know, we kept good historical records on the enrollment from previous years of a particular course and if it didn't attract enrollments, the deans or department chairs were happy to wipe it out and to substitute one that they

thought would go. And of course, as a further incentive to have that happen, I was the first Summer Session Director to share surpluses with the schools and departments.

SM: Really?

RB: Yes, you bet you. And then I was able to give them substantial sums of money.

SM: That must have been after my time.

RB: Yes, that was after your time.

SM: Well, I've really got the picture, Dick. I'm afraid that I'm going to have to run. I want to thank you very much. This has been one of the best interviews I've had, in terms of learning something that has influenced the history of UCI, and will make an interesting chapter in my book. So thank you very much.

END OF INTERVIEW