

INTERVIEWEE: JOHN MILTNER
VICE CHANCELLOR, UNIVERSITY ADVANCEMENT

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

DATE: June 15, 1990

SM: This is an interview with John Miltner, Vice Chancellor, University Advancement on June 15, 1990, at 9:30 A.M. in Humanities Office Building 360. Now, John, the first question is what are the many duties you perform as Vice Chancellor here?

JM: Well, the organizational duties are, basically, fivefold. First, the office is the official spokesman for the university, so it manages Public Information and the Publications Office. And those are the official creation of the documents of the institution, response on press inquiries, things of that nature. We also oversee the Office of Development, which is the fund-raising side, and probably what we're best known for these days. We also administer the Office of Alumni Relations and relate to the independent University of California, Irvine Alumni Association, which is part of the University of California Alumni Association, but we administer that program at Irvine. And we oversee the Government Relations Program, with particular emphasis on state legislators, because of the budget issues, and on very local legislators, particularly the city of Irvine, because the campus is entirely contained within the city of Irvine,

so the legislative implications of that are fairly significant these days.

SM: Well, John, you have a very responsible position. Are you saying to me that your James Stofan, ~~and~~ the Director of the Alumni is responsible directly to you?

JM: James is. He reports to the Office of the Vice Chancellor. And all of this was done in, I guess, late 1982, when Chancellor [Daniel G.] Aldrich established this office and brought the units together. I became the first Vice Chancellor in March of 1983, and, since then, all these units have reported to the Office of the Vice Chancellor for Advancement.

SM: I was interested, John, when . . . not long after you started, or maybe a couple of years, there were those in the faculty who had worked and got their own grant, government grant say, that they had to pay 5 percent, was it? And so, what happened about all that?

JM: Well, one of the problems of funding the Fund Raising Program is that it cannot be funded from any state sources. So the campus is confronted with figuring out how do they pay the salaries and how do they pay for the computers and various staff people. Executive Vice Chancellor [Bill] Lillyman at the time asked us to do a study of how all of the University of California Advancement Offices were funded. One of the things we found was that at UCLA they had put in place a 5

percent surcharge on all gifts, similar to an indirect overhead charge that we have on contracts and grants. As we looked at the alternatives, it looked as the most palatable long-term. I think your point is, in the short-term, there are a lot of people looking at it concerned and feeling that there was no benefit that they were deriving, yet they were incurring a cost. And I suspect that was true in the very beginning. A hope, certainly; at that time we were raising \$5 or \$6 million. Now, when we're up in the \$30 million level, that the input of those resources and the activity we've been able to generate . . . we don't hear very many complaints about that any longer. In fact, there's a senate committee we meet with regularly, and that no longer is an agenda item. It was for a few years. (chuckling)

SM: Yes, I've followed it, and then, of course, I went off to Australia in January 1986, and everything seemed to be quiet when I got back. It is a smart idea to have a senate committee. Having been Chair there from 1978 to 1980, I liked to keep on top of these things and the senate to keep them, not as any kind of restriction or critic or criticism, but merely to helped. And I know that I saw a couple of committees that helped a lot, in terms of the administration. Now are you saying . . . Does Devey Aldrich up at Santa Cruz, does he have a similar position as yours? He's a fund raiser, is he not?

JM: He is, and his position would be roughly akin to a position Shar Bucklin has here on the Irvine campus, where they are responsible exclusively for fund raising and relating to the schools.

SM: Yes.

JM: So it's a functional job, rather than the overall management job.

SM: Yes. I'm pleased to see Shar Bucklin up at the University Club. We did something last week. I've forgotten what, and I saw her there. Well, how difficult has it been to raise money? I say this, John, because you've done a terrific job, and we had a level . . . Let's see, you've, I guess, roughly tripled the amount of money that's coming in. Now, how do you go about all this?

JM: Well, this is a very wealthy community. No one would deny, whether it's the value of houses or the per capita income or whatever of Orange County, it's a very affluent area. UCI is a very important asset. What wasn't happening six and seven years ago was the affluent individuals were really not that aware of the benefit of this wonderful university.

Our very first priority . . . I remember an early staff meeting where one of our earliest goals was every daily, daily, every weekly, weekly. And today, that would sound very trivial and we would really criticize ourselves, but back then it was a very real goal. We weren't in the papers every day. If we

were, it wasn't perhaps anything that we had generated; it might have been something negative or whatever. Today there are now full-time reporters that cover the campus every day for the major dailies.

SM: That's wonderful, wonderful.

JM: And that's what set the stage for us then to be able to go out and, on a more specific basis, talk to individuals about all the wonderful things that happen in the university and how they may participate in it. So it has really been a matter of . . . And I think something else I really should mention, and you mention the faculty, that's what makes it. Most of the community really saw some stereotypical faculty member; and I don't know where, you know, from Paper Chase to something else, was how they came up, or perhaps their own background going to school in the fifties and sixties. We've shown them a fantastic array of individuals, from science to history, humanities, languages, engineering, management, all of which is at Irvine. And all of which contributes to the well-being and the knowledge that's here in this community and in this county.

SM: That's wonderful, John. I often think that if some of the public would come tonight to see our youngsters getting their honors . . . I had several letters from my honor students asking me to come. I always go anyhow, but they've got this new gimmick to get them in; but the faculty will be there on

the stage. Now we're going to hear from Jim McGaugh. He always speaks well--always. Secondly, I assume we're giving about four medals, but maybe we're not doing that until graduation. I don't know, but normally we give these medals, which is our equivalent of honorary degrees, and there'll be a good talk. And then each student comes up, his or her name is called out, and Butler does it, you know, the Dean of Undergraduates.

JM: Yes.

SM: And he's terrific on all these Vietnamese and Korean names. And, really, it's exciting. I've done this, John, every Phi Beta Kappa meeting . . . Maybe that's where I saw Shar at a Phi Beta Kappa meeting. Anyhow, the number of Orientals will number at least 21 percent. I tend to calculate it from the program, you know.

JM: Yes.

SM: And this is held and it's maybe more this year. I don't know, we'll see. But it's exciting for any of the public. And I know the parents will be there, and I've asked my students that I'll want to see them, be introduced to their parents. And I think what we're doing . . . and to hear a guy like Jim McGaugh, who is articulate and doing all this memory stuff, you know. I sure wish he'd do something for mine. (laughter)

JM: For all of us!

SM: Well, mine is going fast. Now, so you've answered question two very well. What are the assignments of your various staff members? Now you've mentioned Shar. She's in charge of the fund raising, and she has the alumni--they relate. Do they report . . . Does James report to her?

JM: No, they're colleagues. The Alumni Association reports directly in also. As it grows, you know, we're over 30,000 now--with this grad commencement tomorrow, 30,000 living alumni--and it's becoming a very significant factor of what we will depend on in the future.

SM: Yes. I'll be interviewing James in the next couple of weeks, because I'm coming to the end of my sixty-five [interviews]. And I'm taking you and the others because they're around in the summertime, whereas the faculty is gone.

JM: Right. (chuckling)

SM: But I'm going to talk to James. And would you have sort of what you'd call a cabinet, or your staff meetings? Do you have those pretty regularly?

JM: We do. We meet every week, actually. And that's actually probably a good way to look at it. My principal deputy and the chief operating officer of Advancement is Kathy Jones, who is the Associate Vice Chancellor.

SM: Yes, I know her well.

JM: And we're proud of her because she came up through the system, was head of our Publications Office, became head of

Communications, and is now the principal deputy; and she does even a lot of fund raising, so we've got her in everything.

SM: Yes, she's good.

JM: We also have Terry Jones--no relation to Kathy--who we recruited from the Vice Chancellorship at Santa Cruz, to come here and head our capital campaign, which we're just getting underway with in the last year or so, Shar Bucklin, who we've already mentioned, James Stofan and Linda Grinnell. Linda, actually just in the last week, has assumed additional responsibilities. She has historically headed our Public Information Office and the whole media element of it, which has gotten busier and busier all the time. She will now also have responsibility for the publications side. With this advent of desk-top publishing, we're going to go out of the publishing business. There's so much out there that we can avail ourselves of, we're . . .

SM: Excuse me, John, what does that mean? Desk-top what?

JM: Well, with the advent of the Macintosh computer and all the fancy printers that are available now for the computer field, many departments and faculty and schools can produce their own communication tools, newsletters, even brochures, et cetera, without having to use a formal printer or without having to go to a print shop, whatever. So the functions we used to have in publications where we did all that work, we've just not been able to be competitive; so we have decided to reduce

the scope of what we do to more of an advisory group, to help them do it well, but not do it for them. To advise them on what kind of computer systems are available or print shops in the community, or what resources are on the campus, and Linda will manage that. Actually, she's managing it now. We've made the change effective immediately, and she's assumed those responsibilities.

SM: You mean to say that the programs and departments and schools will draw up their own little newsletters and send out their . . . what they're doing research in and so on? But it wouldn't clear through her, would it?

JM: Well, what we're going to do . . . What we've done already, actually, is set up a series of guidelines so that faculty and support staff in whatever unit is trying to do something will have the guidelines. Here's the things that you must do, here's how UCI can be used, here's how the University of California . . . here's, you know, when you can mentioned us and when you can't, and the format that's acceptable. But they're going to be able to, pretty much on their own basis for the things they're doing in their own units, pretty well do them without us having to look over their shoulder.

Now, after we've had a year's experience, we may want to tighten that up, we may want to take a second look at it. But at the moment, I think we're trying to say . . . It's happening already, and this is trying to set up a better

framework for it to happen, rather than just to kind of walk away from it and not deal with it.

SM: That's very smart, John. I mean, to delegate is a good thing. What you're going to have to do, as you say, is after nine months or so take a look at it and see how it's going. That's really good. Now the next question, of course, interests all of us on the faculty: How do you go about attracting money to fund a professional chair? Now, you know, often a university is known by the number of endowed chairs they have.

JM: Well, it's fascinating. In thinking about this in advance of our interview, I was trying to think about how some of the sixteen or seventeen chairs we now have came about. And they're all so different that it's almost hard to think of a model. I guess if there is an overriding thing, two things come to mind that are almost always present: one, is a unique and special interest of a donor. I think back on Marianne McDonald and her interest in the Humanities.

SM: Right, right.

JM: And Marianne making a million dollar gift--the first, I believe, million dollar gift ever to be given to Irvine.

SM: In the Humanities, I think.

JM: And certainly in the Humanities. And I'm not sure we've had a million dollar one since. (chuckling) But Marianne, clearly to this day, has tremendous interest in scholarly activity in the field of Humanities, in the Classics.

SM: Oh, yes.

JM: I think about Dick Houseman, who was a victim at a relatively early age of multiple sclerosis; and, yet, was a very wealthy man himself, his father being a local developer, his wife's father being Dr. Herbert who founded Herbert Labs, which is now Allergan. And they provided the first seed money for the first endowed chair in the School of Medicine. And it was with the hope that it would be set up for something of interest to them. It ultimately is now called the Irving Leopold Chair, and it's designed to support a professor in Ophthalmology. So the parallel of that is the donor interest on one side, where they have something that's happened in their lives or they have a personal interest, or they may even have a hobby. And I don't mean to trivialize it, but they may have earned their life's work as a developer or as a scientist. Yet they really had an interest in literature or they really had an interest in something that wasn't their personal life's work. And this is a vicarious way of really experiencing it and feeling they have contributed to it.

On the other side of that ledger, our exposure of the faculty at UCI and the variety of research we do and the talent that is represented by them is the other part of the equation. Most of our chairs have gone to existing faculty, rather than used for recruitment. We have a few now, and we're probably going to have a few more soon, that will be

inducements to bring faculty to Irvine. But in large measure it's been contributed so that we can retain our most talented faculty at Irvine; and that's because people acknowledge that they're world leaders, they're eminent scholars, they're good people, they're willing to get out in the community, they're willing to share their knowledge. So those are kind of the real . . .

SM: Of course, the biggest ones you've . . . Well, I'm impressed with Bren.

JM: Yes.

SM: And I know Jack told me in his interview that he even talked to Bren before he'd come west, and they interested him and gave Bren an understanding of what we are all about. And I must say that Bren responded well. The other fellow is Beckman.

JM: Yes.

SM: Now Beckman, I know, responds to the brilliance of some of our researchers here. But I must say that that \$20 million for that National Academy of Sciences for the west coast . . . He has his office there, doesn't he?

JM: He sure does. And ironically, Donald Bren was the major factor there, too, because the land was donated by the Irvine Company and they did all the site work and all the ultimate landscaping. The Donald Bren story--and I know Jack has talked to you about it--I was at that first meeting. In fact,

I flew out from California with the Irvine Company people to meet then Chancellor Designate . . .

SM: Oh, really? I never heard this. Go ahead.

JM: Well, what happened was Donald Bren . . .

SM: Just a minute, I'll check things here.

(tape is turned off)

Okay, now what is it? I'd like to hear this Donald Bren story.

JM: Donald Bren had--and I don't recall the exact timing here--but had assumed full control of the Irvine Company in the year prior to Jack Peltason's appointment. When Chancellor Peltason was designated by the Regents and it was announced, and that he was coming that fall--I believe it was announced in the late spring and he was due here in the fall--I flew out to meet with him and just to talk with him about how he wanted to be introduced to the community and things like that.

And one of the agenda items I had in a meeting with him was a request I had had from Gary Hunt, who is the principal assistant to Donald Bren, that they meet during the summer. And the Chancellor, then president of ACE, said, "Love to do it. Let's work out a schedule." Well, lo and behold, we did. Donald Bren and Gary Hunt flew out from California, and I flew out also, and we met at what is now the Ritz-Carlton Hotel in

a suite they had arranged and had lunch, a private lunch, off the record, away from the dining room, et cetera.

And basically what Donald Bren wanted to know, in a very positive, friendly way, was what were Chancellor Peltason's plans for Irvine, and what could he, Donald Bren, do to help him to achieve those plans. And Jack Peltason . . . And it was the first time I ever heard him give this speech--I've probably heard it many hundred times since--but it's "the speech," in the sense that he made the case to Donald Bren that the truly great universities are not measured by what kind of physical facilities they have or whether they have a cyclotron or not, or whether they have a linear accelerator or not, but they're measured by the overall quality of their faculty, and that's measured by their peers. So, therefore, in order to have a great university, you've got to have a great faculty. In order to have a great faculty, you've got to provide an environment for them to pursue their scholarly work.

And Jack then made the case that we really needed to have a program at Irvine that provided endowments for our best, so that they would have unrestricted resources. Again making the case that their salary would continue to be provided by the State of California, and that was the real bonus of these kinds of arrangements at UCI, over a private institution, for example. But that that unrestricted money could be terribly

powerful. It can be leveraged, it could do things that state money or grant money or federal money could not do. And it's funny, because since then I've heard Sherry Rowland--probably one of our most eminent scientists . . .

SM: Oh, yes, no doubt, truly.

JM: Sherry tells the story about a very small grant that he had which, to make a long story short, he used . . . An air sample came back from Antarctica from his sampling techniques, which was considerably off from previous samples. They were concerned that it was container contamination rather than real atmospheric. But he had this private grant that was unrestricted, so he was able to buy an airline ticket and send a graduate student back down to Antarctica to take another sample. And lo and behold, the sample validated the first sample, and they found that it wasn't container contamination. It was, in fact, some new phenomenon that they had not previously discovered, which now we know as the ozone hole. We know that it's seasonal and all that.

SM: Oh, yes.

JM: But getting back to the Bren story, and the reason I mention that is because Sherry Rowland is the second Bren Fellow. And so, in truth, this Bren Fellowship is being applied to the very best, in order to retain them, in order to give them unrestricted resources to do their work. Now it took Jack Peltason several years and Donald Bren to culminate that in

what is now the Bren Endowment in the Bren Fellows Program. But it started there in the Ritz-Carlton Hotel over lunch, where Jack Peltason made his first case for the need for this support.

SM: Yes. That's the wonderful thing about Jack and about Dan. They know . . . Jack certainly knows what makes a university. It is the faculty that makes the university. And the encouragement we feel as faculty members--and I'm Emeritus, but I am doing this UCI history--and this is Jack wanting this to be done. Now, I was unofficial historian for twenty-five years. (laughter) And now I'm official UCI Historian.

JM: Yes. There you go.

SM: But Jack is very anxious. He said, "Now, Sam, you've got to get the important people on the faculty and on the staff and so on." And so we agreed. I wanted to have eighty-five, and he felt, but we budgeted it out at sixty-five. It'll end this summer. And everything has gone and goes into the Archives, and people sign their names and I sign my name, and off it goes.

JM: That's terrific.

SM: And it's great. It's very valuable . . . Sharon Pugsley, who is the Archivist, she sent a report to Jack, and I was even, myself, I was surprised. She's put in also the ones I did way after we started. I did twenty-eight interviews, including

Clark Kerr and Dean McHenry, who was then Dean of Campus Planning before he became Chancellor at Santa Cruz.

Well, now, question five, I'm interested, John, as an historian and so on, of your background before coming to UCI. I've never seen your CV, as we call it, curriculum vitae, but where did you go to college and what positions did you have? Because, clearly, we've come into a very fine era in UCI history as regards to advancement of this university.

JM: Well, I grew up in Ohio and my family is still . . . My mother still lives in the home that I grew up in, in a little town called Conneaut, right on Lake Erie on the Pennsylvania border. And I was the first to go to college. I went to Bowling Green State University in Bowling Green, Ohio.

SM: I was near you. My first teaching job was at Oberlin College.

JM: Oh, is that right?

SM: Right, I had a couple of years there right after the war.

JM: Well, that's certainly in the neighborhood.

SM: Yes.

JM: Well, I had a great experience at Bowling Green, and actually got a Bachelor of Science in Education. Social studies was my background, my field predominately in political science. And after I graduated, I decided I really didn't want to be a teacher, for a variety of reasons. It was right after Martin Luther King [Junior] had been shot. The schools were quite contentious places, as a result of this. The racial

tensions in the area where I was were very great. I didn't have good training in that. In fact, in the community I was brought up in, there was really no racial cultural diversity, so it wasn't until I got to Bowling Green that I really even encountered black men and women and had any understanding of other cultures.

So I went to work for the Boy Scouts and I kind of combined the best of both worlds. I had an opportunity to still work with young people, yet I made some more money; and I worked in the community with community leaders and was treated as an important asset of the community, rather than someone to be disdained.

SM: You had a lot to talk about with Dan then. Dan was a keen scout.

JM: I think, to this day, that was one of the things that he found attractive about me. In the beginning, at least, it gave me a chance to talk to him. I spent a few years there and then the draft board decided that should serve rather than spend my time in a service agency, even though all those positions had historically been deferred. They changed their rules and I went to work for Uncle Sam for awhile. Ironically, I spent my time in the service running an R and R [rest and relaxation] center at Fort Leonard Wood, Missouri, actually, Lake of the Ozarks. We never saw a returning Vietnam veteran because no one . . . when they hit the shores, either in San

Francisco or San Diego or New York, they wanted to go home. They didn't want to go to a military base, no matter how nice it was. So we spent our time entertaining basic recruits, whatever.

Well, I went back to Ohio after my service and I had an opportunity to go to work for IBM. I was older then, I had a little more maturity and experience, and they liked that. I had a great experience with IBM. I only . . . I guess it was a couple of years. And I met my now wife at IBM, and we decided to get married. And during the course of that, my then boss offered me an opportunity to go to Boston with a company he'd become associated with, and he would move both our families, move me from Ohio and my wife from Texas, put the down payment on our house. It was one of those offers you couldn't refuse.

SM: (chuckling) Right, right. Wonderful.

JM: So we took it. We went to Boston. I hated my job and I loved Boston. I loved the history of Boston. We did everything. We did Old North Church, we did Lexington and Concord, Newport--we did it all. But the job was selling . . .

SM: Plymouth Rock. (chuckling)

JM: That's right, Plymouth Rock, Nantucket, Woods' Hole, the whole bit. The position was selling automated banking equipment, now known as the Versateller or the automated banking machine, to banks in New England. Well, it was the oil embargo then.

In fact, there was no capital investment going on in New England because people were terrified of what the oil embargo had meant to their economy.

SM: This is 1974?

JM: Nineteen seventy-three, nineteen seventy-four. And so we decided I had to get out of there, and I had an opportunity to meet some former Boy Scout colleagues who said, "You've had this business experience. We'd love to have you come to New York because they really depend on fund raising. And even though you don't have specific skills in it, your business experience and sales and marketing experience is all that we need." Well, I went and looked at it. It got us out of New England and it got me back to a turf that I knew a little more of--certainly, the Boy Scouts I did, I didn't know anything about New York--and off we went. And for the next ten years we were in New York City. The first seven of those, I guess it was, I was with the Boy Scouts. And when the Boy Scouts moved their headquarters to Texas, I decided that I wasn't ready to move to Texas, and I had the opportunity to go to Memorial Sloan-Kettering Cancer Center as the head of development.

SM: Oh? Where is their office located?

JM: Of Sloan-Kettering?

SM: Sloan-Kettering. Up near Columbia, is it?

JM: No, it's up near Rockefeller University, at Sixty-first and York on the East River.

SM: Oh, yes, yes, I know where that is.

JM: So you have Rockefeller, New York Hospital, Cornell Medical Center and Sloan-Kettering sitting on a street corner--I guess it's actually Sixty-seventh and York is where the headquarters is--connected by tunnels underground. In fact, people don't know it, but when the Shah of Iran was treated at New York Hospital, he really wasn't treated at New York Hospital. He was there because they had better security. And at night he was brought through the tunnels underneath to be treated at Sloan-Kettering.

SM: How about that. That's an interesting point. (chuckling)

JM: Well, it was fascinating. But I'd spent ten years in New York and in fund raising, in development work, working with corporations. Our oldest two children were in college and the second two were about ready to go into high school; and Carol and I decided that either we move them or we were going to stay another five years. And so I, having the less mobile career, because there's only one of my position at an institution, started looking around. And I saw a position at Ohio State, at the University of California, Irvine and at USC, and I ended up here.

SM: Well, definitely the best choice, definitely. (laughter)
Now, what is it Carol does?

JM: Carol has been in the computer business all this time. When she left IBM she went to work for Xerox. She was at Xerox in the information management business the entire time we were in New York. When we came here to California, she went to work for Apple Computer, and she's now the senior vice president of sales for a company called Softsell Micro America, which is the largest distributor of computer products, hardware, software, et cetera.

SM: IBM? Does she deal with IBM?

JM: They have IBM products, they distribute IBM, certainly all kinds of PC products, but I think their . . . Actually, the business is about fifty-fifty. I think about half software and about half hardware.

SM: I think we are fairly certain we'll get an IBM, and I'm learning WordPerfect. Tell her I'm learning WordPerfect.
(chuckling)

JM: Good for you.

SM: Now, John, this is fascinating. And I trust you are happily settled. Do you live near the campus or where?

JM: We live in north Tustin, just in the foothills north of here, fifteen, twenty minutes from the campus.

SM: Oh, yes. In the wintertime it's clear, it's beautiful.

JM: Oh, that's right, and after a rain, yes.

SM: Yes, after a rain, right. Now, John, the sixth question: Looking into the "crystal ball," where do you think UCI will

be, you know, say ten years from now in the year 2000? It isn't far away, is it?

JM: No, it really isn't. And I really think, obviously, there are some big factors out there. What will the State of California do in its continuing support of the university? We've seen the good and the bad of that over the last twenty-five years, the history of UCI. Assuming that the State of California maintains its historical commitment to the excellence of the University of California, and assuming that we're then able to complement that by resources from the community, I think--and I mean this in the most positive of comparisons--I think there is no reason why UCI would not be another UCLA, only in Orange County. And I think the highest of UCLA. I'm sure they have their problems and strengths and weaknesses, but when you look at the meteoric rise of excellence and the way they're evaluated in area by area by area, UCLA has had a meteoric rise in the last twenty-five years.

SM: You're absolutely right. I'm an alumnus. All my degrees are from UCLA, so I get a lot of material coming to me. Their hospital now ranks way up--better than the one in San Francisco--firstly. Secondly, their library, UCLA library, rates way up, like, you know, fourth or fifth in the country. But I've followed it and it would be wonderful if we could be the UCLA of Orange County. I know we've sort of set our

sights in this direction. I think that more and more your office comes into play because, as you say, you have to complement the State's support. Now the State, who knows, as you say, whether they'll continue their mission of giving us enough money to be excellent. But your work and the work of anyone raising money . . . I talk to people when they ask what about it, I say, "Come on out. I'll take you to lunch and I'll show you the campus."

JM: Yes, yes.

SM: Or if they're really big shots, I say, "You can come in and listen to me. I'll teach a class." It's acquainting them with what we're doing. And that means all the material to come out from your office and the faculties' office should be really interesting and in good . . . you know, good composition, good everything. And I feel that when I started, we all went out to speak when I came. I was appointed in 1963. Did you go to Dan Aldrich's ceremony for him on campus?

JM: Yes, I sure did.

SM: Well, I was appointed on the thirteenth of December, 1963. And in the beginning, those of us . . . I was only the second Dean, Steinhaus was the first. We used to go out and talk. We talked to every damn club, Rotary, Kiwanis, you name it, we went. High schools, I'd go in and talk to high schools. And it was an interesting thing how you gradually got people interested. Example, I've only interviewed two students, one

who edited the . . . Oh, I don't think it was called The New University. It was called The Blade or something at the beginning. She's Diana Janas, and she just listened to Dan give a talk. "He turned me around," she said, "Well, I'm not going to go away to college. I'm going to go right here to Irvine." And then the other one, Babs Sandeen, who was the vice president of the student body about five years back and is now . . . She's a graduate student in Social Ecology. And she had something of the same experience. Somebody came out and, you know, gave her the pitch. So I'm glad you say what you're saying, John, and I'm in agreement. I worry at times, but let's hope it comes true. Let's hope it all comes true. Now, to wind this up, John . . . Oh, by the way, John, do you have anything to do with that?

JM: We work with them. The Grants and Contracts Office, and particularly our Foundation Office work very closely together, because sometimes the line is very hazy between . . . The biggest thing we do in helping is that we have a support system, whereas that office is more of a management office. They make sure that the human subjects or the whatever . . . various things are done, but that's really the Office of Research.

SM: Yes. For the record, for Gary Long, I'm showing John Miltner a very attractive "Funding Opportunities Review," coming from

the Office of Contract and Grant Administration. Now, is that in the Graduate Dean's Office?

JM: Yes, right, the Vice Chancellor of Research and Graduate Studies.

SM: He's very good. What's his name?

JM: Paul Sypherd.

SM: Paul Sypherd, right. Yes, I liked him so much when I was Chair of the Academic Senate in 1978 to 1980. I put him on some very, very sensitive committees, and he did it and he did it willingly, and he's smart, really smart.

JM: Right.

SM: So that's his office, but you keep watch and sort of work with him?

JM: And we've spent a lot of time together. Because the other thing, just like your comment about working with the State of California, we've got to work with the federal government, and he represents that very much so. And now there are federal grants coming out that require matches, particularly in the Humanities for example. The TLG, most of the funding to the TLG has been match money.

SM: Thesaurus Linguae Graecae.

JM: Yes, right.

SM: You'd be amused at two stories in this regard, which I got from Ted Brunner, I guess. One is when they went up to discuss with Dan, you know, the grant, and Humanities had

never got a grant this big in the history of the university, certainly at Irvine. And Dan wasn't at all sure, that maybe we're going to need a little more money after it's all explained what they were going to do. And Marianne apparently said, "Well, how much more do you want?"

JM: Oh, no! (chuckling)

SM: So I think we got a quarter of a million or something, but it was really interesting.

JM: That's a great story.

SM: Well, going on, John, what words of advice do you have for me, as the historian? We've got your interview, what else would you like to see? Let me explain. I have interviewed the Chancellor, the Executive Vice Chancellor Tien, most of the department deans, most of the chairmen, and then people whom I consider to be important. I'm going to interview next Ray Watson on the eighteenth, for example. I did Walter Burroughs from a long time ago, and he was still very good and in good shape.

JM: Great.

SM: Yes, he was very helpful. And so it goes, if you have any ideas, I'd love to hear it. And if something occurs to you when you leave here or when you're thinking about it, drop me a note.

JM: Okay.

SM: Because I'm really enthusiastic about this. And Suzy Peltason has done a . . . is finishing up a pictorial history. She's got a fellow who was at the Irvine Company and he's sort of helping her. I offered to help in any way that I could and she's got this guy that's helping. And, apparently, the Irvine Company is helping with it. Very expensive, you know.

JM: Right, a pictorial would be pretty steep.

SM: But I've pretty well finished, except for Mrs. Jean Aldrich, which I had told her long ago, thank heavens, before he died, that I wanted to do. And Suzy (inaudible) those two. But most everybody has said they will make the material, the transcript available to a researcher, anybody. Now, there's only one who has restricted it for fifteen years because he claims, he thinks he's libelled his dean. And I hastened to add that I thought there was no possible case of libel. (laughter) But that's all right. It's fifteen years. If I want to use something, I'll just clear it with him for the history.

JM: Sure.

SM: And then it'll be opened up in fifteen years. But everybody else has said zero. But have you got any ideas, John?

JM: Well, first, I applaud the effort. I think one of the things we've learned, as we move into this twenty-fifth anniversary, is that even at this young age we have not kept or captured some of the real fiber of what has happened over twenty-five

years. You know, we've had some very fortuitous things, like the Ansel Adams photography and some things of that nature that are very unique. And, really, that will be an invaluable asset over time.

SM: Right.

JM: But I think parallel to that is the efforts of what is being done here. For example, in Chancellor Aldrich's memorial and in the materials we've developed around that, are some wonderful stories, human interest and personal, and, yet, humanized and really . . . I mean, sometimes a single story or two so capture the essence of a person, that it really conveys the message that we could write pages and pages of, that would do as good a job.

SM: Well, let me tell you something, John. I wanted to put in another story on Dan when I talked [at the memorial ceremony], but I wanted to stay at five minutes. That's it, because you can make an impression. I mean, even if you go over to six minutes, it's too damn much.

JM: Right.

SM: And so I left it out. But I had a chance to use it up in Berkeley. There's a seminar going on in the history of universities, particularly of Berkeley, and I gave my two papers up there on Irvine. I've had three interviews with Dan, 1974, last year, 1989. And I gave him a list of about questions, I guess. And the first one is, "Well, since I've

initially interviewed you, what are the high points and the low points of your chancellorship, now that you have left and retired and retired from the other campus?" And you know how he screwed up his nose. "What do you mean low points? What do you mean low points?" He said, "I didn't have any low points. I can always see up and I can always see down." Well, that optimism, and the point is his optimism.

JM: Yes.

SM: We always loved him for his optimism. And we pulled things around. I wanted to use that. And, as you say, these human things are very helpful. Now, that's a real human one, with Dan sitting there. (chuckling)

JM: I can see him.

SM: And the other one was Dan, opening the door [of my office] was a janitor coming in with a big broom. He said, "What? What's happened?" And I said, "Well, she doesn't understand English." (laughter) [I had a big note on my door "Recording".]

JM: Well, he was, and, you know, so much . . . I think the tough decisions, too, he agonized over, because he was . . . there was such a human element to him. Very competitive.

SM: Oh, yes.

JM: I can think of two stories I didn't tell. In fact, I was going to a Lauds and Laurels and I changed my mind at the last minute, because I wasn't sure people would understand them.

I was out here. Carol and the kids hadn't moved yet, and it was Easter. And so the Aldrich's invited me to go to church with them and then to have Easter dinner and then to spend the afternoon with their friends from Riverside who had a trailer down at . . .

SM: Oh, yes, their name is . . .

JM: Tilda and Harold Fagan.

SM: That's right, Fagan.

JM: And we got down there and they told me to bring my tennis racket. Well, I play tennis, but so infrequently, given my job and all my kids and everything else, that I'm not what one would consider other than a hacker. And everybody told me about how competitive Chancellor Aldrich was.

SM: Oh, yes!

JM: Well, we got down there and it was time to play tennis. And Jean Aldrich, Tilda Fagan, Dan and I were going to play tennis. Harold doesn't have the best eyesight and he wasn't going to play tennis, or he was going to just bang the ball around a little bit. And we went up. Well, thank the Lord, the wind was blowing so viciously that, if you got the ball more than four feet off the net, anything up in the air, no one would have any idea where it was going to go because the wind would whip it all around. Well, it ended up we kind of split a couple games, and I think Dan ultimately won or his team won. And as we were walking back, Tilda put her arm

around me and she said, "Oh, thank the Lord for the wind, John. You're not a very good tennis player, but the Lord was on your side today." (laughter) God, that's funny. It was so great because he was very competitive and he was very frustrated by the wind because the ball wasn't doing what it should do and he hit it hither or yon.

SM: Well, I played with Dan.

JM: That's right.

SM: Oh, yes, but I'm a B player.

JM: You've had a racket in your hand more than once.

SM: Yes, but after my heart problem last November and had that operation, I couldn't play until April . . . [Tape ran out.]

END OF INTERVIEW