INTERVIEWEE: JAMES E. STOFAN
Executive Director of UCI Alumni Relations

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

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SM: This is an interview with James Stofan, Executive Director of UCI Alumni Relations, and it's July 12, 1990 at 9:00 A.M. Okay, James, first question, what were the positions you held prior to your coming here to UCI?

JS: Well, my background includes, basically, four different universities. My first job was at the University of South Dakota in Vermillion, and I was the Assistant Director of the Student Union there for one year. And then, from there, I went to Bowling Green State University in Ohio for five years. And I was also Assistant Director of Programs and Operations in the Student Union. At that point, I decided I wanted to move to California and a job opened up at Cal State L. A., and I took the same job there. While there, I became the conference person who did the conferences for the university, and then got into alumni work there at Cal State L. A. for the last three years. So I was there seven years. And in 1986, I came down to UCI as Director of Alumni.

SM: Well, that's very good, James. I would like to have that job description and your <u>vita</u> just to put in the files.

JS: Okay.

SM: They'll be down in the record, too, on the tape. By the way, what did you major in at college?

JS: Well, I grew up in Pennsylvania and, as an undergraduate, went to the state university in Pennsylvania and [majored in] secondary math. I was going to be a teacher in math. I got my degree in math, and then I decided I wanted to go on to graduate school; so I went to Central Connecticut State University in New Britain, Connecticut and got my masters in college student personnel, which is a degree that prepares you to work on college campuses in student affairs.

SM: All right.

JS: So, after I got my masters degree in college student personnel, I started my doctorate in higher educational administration at the University of South Dakota, continued it at Bowling Green, but then, when I moved to California, I let it go.

SM: It's too bad, in a way, James. Well, put it this way, it's important, I think, to our Personnel to have, you know, a higher degree if it's possible. And maybe it's not possible, but I've just been after a friend of mine who's up in San Francisco. She's a philosopher at Berkeley. She's done everything but her dissertation. She's now the associate director of the California Humanities Institute. And I think I really interested her. I said, "Well, just for your own satisfaction get the degree, and it will also help in terms of salary."

JS: I may do that.

SM: I mean, seriously, it isn't going to be that much.

JS: I know, I have the credits.

SM: I would urge you, politely. You know, it will help you.

JS: Right, right.

SM: Now what attracted you to come here to UCI?

JS: Well, at the time I came here . . . First of all, the UC system is known in the state and it's known for its resources, it's known for the physical plant of the university. I mean, it just has a good reputation. And the Alumni House was just built, so it was a brand-new facility that was being run. It was a great opportunity for me because I could walk into a building that was empty. There was no furniture in the building. I basically walked into a shell of a building and was able to finish the campaign for the building and then get the building, you know, with what it needed in furniture and all that sort of thing and get started. So, I guess, it was the reputation of UC, as well as the fact that the particular time where the association was when I came. It was a great time to come.

SM: I think you did it just right, James. This is the time to come. And once we get that Science Library started, which will be marvelous. A most interesting building. The architect, as you know, is Sterling of England.

JS: Yes.

SM: And it will be probably the most interesting building we will have on our campus, and that should get going fairly soon, now that they passed Prop. 111 and the other one.

JS: Right.

SM: That will give us the money, and I'm very excited about that library. You'd be interested about the Alumni House. Judy Banning, I knew the Banning family when I came down. I got to know them, I should say. Well, Judy had dropped out of Cal during the war because Bill, her husband, was in the navy. So she dropped out and he went to who knows where, you know, V-12s and so on. And she finally decided in 1971 or 1972 to go back and get her degree. She needed two years and she was taking a history major at UCI. So I became her advisor, she took my senior seminar and she was very good, she got an A. And when I said to . . . what's the name?

JS: Jenny?

SM: No, Gina Kelch.

JS: Gina Kelch.

SM: Yes, Gina McMullin then. I said, "Gina, have you talked to the Banning family? Because, you know, she's an alumna, you know, and he's a Berkeley alumnus." Well, to make a long story short . . .

JS: That's great, yes.

SM: You know what . . . And we have the Phineas Banning . . .

JS: We have a great picture of Phineas up on the wall, you know.

SM: Good. I must go and see that.

JS: Yes.

SM: And that was a good idea for Bill to have this for his grandfather. Well, I agree with you, James, that the timing couldn't have been better. Please tell me at some length now about your responsibility. What do you do now? I know you've given me the list of responsibilities.

JS: Right.

SM: But please just talk about it.

JS: Okay. Let me preface it with the fact that each year the responsibilities change, depending upon the priority set with University Advancement. The first year when I came it was finishing the campaign. I'm not sure whether you know, but the total cost of the house came to a little over $600,000, so my initial responsibility was to finish that campaign. We had a challenge campaign with Tom Yuen to raise the additional monies we needed to pay for the house, so that was what was happening there. Additionally, they hadn't done any membership activity. We're a non-profit organization. We're not funded with the university, except my salary and the assistant director. We receive no funds whatsoever. So everything we do to operate the house, to run the association, is self-generated. So my priority was to try to get revenue coming in.

SM: Let me interrupt you, James. You mean to say that you're not an employee of the University of California?

JS: Just myself and the assistant director.

SM: Oh, that's good, because, you know, the benefits and all those things.

JS: Oh, right, right, right. Well, actually, the secretary and the receptionist are, but we pay their salaries, funnel it through the Foundation. But the university only gives us . . . We only get my salary and the assistant director's from the university. Our budget, you know, is approaching somewhere between $350,000 to $500,000 a year, half a million dollars.

SM: Really?

JS: And because of the fact this past year we reached a bench mark. Just in membership dues, we brought in over $100,000. So, you know, we're growing. But, anyway, the priority was to develop a marketing program to get revenues coming in, so I've done a lot of entrepreneurial type of activities with banks and with credit cards and with other types of things. And then I developed a specific plan to do marketing for the membership activities. So a lot of direct mail. I do all of our activity in direct mail, so I've become a little bit of a specialist in direct mail marketing. You know, we usually, say, spend $3,000 on a direct mail piece, and we bring in $20,000. So, obviously, you keep doing that and you keep building up your reserves.

We have a responsibility to set money aside for scholarships. We give out thirty scholarships of $500 each a year, which means we commit $15,000 a year to undergraduate scholarships. Well, this past year we endowed that. We raised $300,000 and now we want to give fellowships. We're starting to give money for fellowships, which we think is very important.

SM: That's good news.

JS: Yes.

SM: Yes, that's very important. I agree, James.

JS: So our hope is, in the next two or three years, to have a million dollars in reserves. And that will be, basically, just to allow us to give more back, because we have no reason to make money. All we want to do is be able to have the money to give back, you know, in terms of recognition of faculty, to give awards, perhaps, and also to give more scholarship and fellowship opportunities.

So I do marketing for memberships. I go out and I help form chapters. We have chapters in Social Ecology, Engineering, Graduate School of Management, Bio Sci is just ready to get the form. In addition to that, we have a Washington, D. C. chapter, and we will probably have a San

Diego chapter. But, basically, chapters activities takes up a lot of my time.

SM: Well, that's question six, and we might just as well pursue that more.

JS: Yes.

SM: You call it not an alumni group, you call it a chapter.

JS: Right.

SM: And we have one in New York, Washington . . . ?

JS: No, we have on in Washington that's recognized. And last year we did a big event in New York, specifically for a lot of the Fine Arts people. You know, we had a . . .

SM: Oh, that's good.

JS: Yes, we had a Tony award nominee come that night. And, basically, Bob Gunton out there, who was a lead in "Sweeney Todd," the revival of "Sweeney Todd." But I envision a New York chapter happening within probably the next three to five years. But northern California is getting ready to form a chapter. San Diego is very close to forming a chapter, and Long Beach has the elements to form a chapter.

SM: Great.

JS: But there's a process they have to go through to have a plan of action, because we fund these chapters. They get $1,000 the first year, $1,500 the second and $2,000 the third. And as we increase in chapters, we're going to have to address the issue of the funding, because, you know, more and more money needed.

SM: Well, I realized how important that was, since I'm a UCLA alumnus. They had them back East when I taught. I taught for thirteen years at Rutgers. So, when I came West to San Francisco State and then down here as Dean of Humanities, they have a chapter or what do you call it? I think they call it . . .

JS: A club. There's a club there, yes.

SM: They've got a club in San Francisco and they have a club in Los Angeles, and I attended the one in Los Angeles. In fact, I was asked to speak back in 1966, celebrating their 200th anniversary from 1776, you know.

JS: Well, I try once a year to go on a swing through the country and visit. And, as a matter of fact, Chancellor Aldrich, which was his last presentation to a group, came to San Diego with me, he and Jean, and did a presentation, not much time before he went into the hospital. So we try to take the Chancellor of faculty personnel with us, or someone from the university, and they address the group, try to get, you know, some spirit going.

SM: What a loss he is. He was such a good speaker. [Dr. Aldrich]

JS: A very good speaker.

SM: I'd be glad to help you in any way, if you need a speaker or what have you. I'm in the Speakers Bureau; I have about six different speeches, or what have you.

JS: Oh, that'd be great, sure. That'd be great.

SM: And I like to talk. And not too much, I hope. (chuckling) I hope I'm not too long-winded. Now you've answered six then, around the U. S., and you're going to go ahead and you do speak to these groups and you're getting organized. They get $1,000 the first year, $1,500 the second year and $2,000 the third year.

JS: And $2,000 the third year.

SM: That's good.

JS: That's very good.

SM: Very good. Well, let's swing back now to your responsibilities and so on. You haven't touched on a number of them, I'm sure.

JS: Well, UCI is pretty unique, in that I report to Associate Vice Chancellor Kathy Jones, who reports to John Miltner. And he allows the Alumni Association to actually cultivate and go after monies from alumni, which usually is done at another office. Well, there's kind of an overlapping here, which is really quite nice, because I have assigned to me certain alums. K. Mark Nelson, I don't know whether you know K. Mark Nelson . . .

SM: Yes, I taught him.

JS: Yes, he's a graduate.

SM: He's up in Sacramento.

JS: In Sacramento. And he gave us $50,000 for the house and probably is going to be giving us another $100,000.

SM: I heard that. He played basketball here, you know.

JS: Right, right. I think that's why he came here.

SM: He was in my class. He was in the first class I ever taught.

JS: He's done real well as a developer.

SM: I'm glad. He's an awfully nice man.

JS: Yes, a nice man. And we have asked him for $100,000, a gift for the campaign for scholarships, to help endow; and he's, basically, you know, been communicating with me and it looks like we're going to get it next year. So I have specific alums I'm working with, he's one of them. Tom Yuen, of course, is one of them, with a number of people. Candy Glenn, who's married to ~~Joel~~ Jewel Glenn, she's an alum who graduated, who's now in law school, and there's a number of them that I work with. So that's a big part of my job, the cultivation of alums for gifts.

SM: Yes.

JS: We work with governmental agencies. I have the guy who's in charge of the advocacy group here, who was instrumental in getting those propositions passed, Prop. 111 and 98, I think it was, the two propositions for helping us out, and I work with him. He reports to me whether we can . . .

SM: I thought it was 119 or something. It was after 111.

JS: 121 maybe.

SM: Oh, yes, but it was very important.

JS: Right.

SM: Because they were going to give the building so much.

JS: Right, right. So I work with governmental relations and in dealing with that. I'm continually working with developing new programs. I'm working with MCI phone services now, trying to get a discount to our alum members. I'm working with Benihana Restaurants, trying to get a program with them. So I work with a lot of the corporate world, to try to get them to help us by paying for a membership piece that goes out. We do a joint program and then we get memberships through that process, so it's a lot of corporate work.

In addition to that, we have a board of directors and I spend a lot of time with them. And that's a group of twenty alumni.

SM: Who is on the board of directors?

JS: Rick Evans is the president of our Alumni Association.

SM: There's about twenty, isn't there?

JS: Twenty-some, yes, and it's a variety of people. Mark Newkirk who is a Regent designee is on our board.

SM: Is Randy Howath on it?

JS: Randy Howath is not on it because he splintered off. His real interest is athletics.

SM: I know. He was in water polo, all-American.

JS: Right, right. So he's kind of put his interest in that area, which is great.

SM: That's all right.

JS: That's great, sure.

SM: Yes.

JS: And there's Peter Stevens, who is a former GSM grad, Al De Grassi, who's a banker, so it's a lot of lawyers, bankers, some developers, and that's probably the makeup of the board. And we're constantly looking at that board, trying to get new people on it. Although we like the people we have, it's just that we need to keep changing the people on it to get more people involved. We have a committee structure of committees, programs, scholarships, membership, and we have a committee structure and we try to get more people on the committees.

SM: Tell me something. Have you got a list of that committee? Do you have it?

JS: Yes, I do. I can get that for you.

SM: I'd like to have it, to send it along with . . .

JS: Okay.

SM: Because the person who transcribes is excellent, Gary Long, but some of those names will probably . . .

JS: Okay.

SM: I don't know them myself.

JS: Okay, I'll get that to you. And I'm, really, basically, running the house. We have a physical building and I have to make sure it's painted and carpeted. We rent the facility out, so there's a lot of wear and tear; and now, this summer, we'll be recarpeting in the main conference room and be painting the whole building inside.

And, as I said, you know, we have a tight budget. Budgeting is a big part of my JOB. I do a business plan every year. I'll send you the business plan. And right now we're doing a long-range plan for three years out, so that we have some idea where we want to go.

SM: That's good. That's great. Now tell me something, one thing you haven't added, but which fascinates me. These trips that you sponsor along with UCLA and, I guess, other universities. Now this is a relatively new thing, because we couldn't afford these. Our (inaudible) couldn't afford them, but they seem to make them within our budget.

JS: Well, let me tell you. I think the trips have been so successful because we work with faculty, emeriti, we work with Town and Gown, we work with people who work with companies that we work with who are former travelers, so we kind of have a mailing list that we know that people . . . in addition to our alums. Our alums are still kind of young to support that kind of travel program, so that most people who go are really community folks. And that's a great time, because we've had people who have come back and joined the Chancellor's Club and some other things because they've gone on this trip, you know, with your group.

SM: Yes, there's no doubt they're very good. I was the faculty member on the Alumni Council, back in 1970 or 1972, something like that, and I was impressed with the pep and the interest of the students. It was quite clear to me that a lot of them were paying mortgages and, you know, obstetrics bills, things like that. (chuckling)

JS: That's right, that's right.

SM: And I think that once they get in stride, I suspect five to ten years down the pike, you'll find yourself dealing with the likes of Mark Nelson, very successful.

JS: Right, exactly. You know, the other thing that I don't do directly but the assistant director does, is she works with the students, because we feel strongly that it's real important for them to feel good about us before they leave. So, you know, they do programs, they have programs specifically for students, career seminars.

SM: That's Liz?

JS: Liz Toomey [Dr. Aldrich's daughter].

SM: Liz Toomey. She's tremendous.

JS: Yes, she is, she is.

SM: Very good. I couldn't be on the Lauds and Laurels Committee--this was before I had the operation and so on--but I said I'd do it next year. (chuckling)

JS: You know, we have almost 400 people come to that dinner every dinner now, so it's really a great, great evening.

SM: I know. I think I've been to most. I've been to those, but they're getting so high in cost, I'm going to . . .

JS: We're not going to raise them anymore. We're going to try to keep that price there.

SM: Oh, good. That's good news. It's a wonderful meal.

JS: It is.

SM: (inaudible) just great. Now any other responsibilities you have?

JS: That's pretty much it.

SM: Now it's quite clear, question five, do you know many of our alumni? You clearly are constantly meeting them and meeting them and meeting them.

JS: That's right, that's right.

SM: And I suppose you're building up these contacts, these real live people become rather loyal to the university. But they don't know quite what to do and you can help them.

JS: That's right. Yes, we get calls all the time from people. We have a fellow, Mike ~~Veezler~~ BEELER, who's a builder, who wants to help to form the San Diego chapter, and he came up to the annual meeting. We have the annual meeting every year and he came up to that. I mean, they come from all different directions, and it's a real challenge for me to try to remember all the names and try to keep it . . . So I'm building a file so I can kind of keep people . . . Behind my desk is a map, and I have this geographical distribution of all of our alumni by city, so I can tell you how many people live in Long Beach, how many people live in Sacramento. And then I can also tell you how many members live in those places, because we have about 40,000 alumni members. We have over 40,000 alumni now.

SM: That's terrific. Forty thousand?

JS: Forty thousand alumni, yes.

SM: That's incredible.

JS: Yes. So I have a distribution, and most of them live right here in Orange County. You know, about 80 percent, I would say, live right here in Orange County.

SM: That's good, that's excellent.

JS: Yes, that's right.

SM: And we've just got to get them involved. I think that's a very good idea to have Liz sort of work with them before they leave campus.

JS: Right.

SM: So they'll have some kind of way of attaching themselves to us. For instance, tonight they're having their first concert.

JS: Right, that's right.

SM: And, of course, it's free.

JS: That's right.

SM: It's free, and somebody was saying, "Well, we won't get many." But I'm telling you, if it's free they're going to have a lot.

JS: Oh, it will be lovely. Oh, sure, there'll be a lot of people there.

SM: And the University Club is making up a meal. You can get a $6 picnic basket.

JS: A basket. That's great.

SM: What part of the responsibilities do you like the best, James?

JS: Well, to be honest with you, I really enjoy the marketing of the Association, selling the University of California Alumni Association to our alums. I mean, it comes from the concept of developing the marketing piece and working with the artist,
MAIL
having it go to the mill house, and then watching the memberships come in from the return that I get on the piece. I'll tell you why I like it. You can do something . . . You know, in a lot of jobs, a lot of part of my job, you don't see any results immediately. It's a long-term process you're building up. But this thing, you see, you do a package and you see the immediate return based upon what comes in the mail, and it's nice to get that reward. It's a self reward, but . . .

SM: People say that if you send a questionnaire out you're not going to get more than, say, 25 percent return. What percentage of return do you get?

JS: On a money thing?

SM: Well, on the money or on, "Would you like to join the alumni?" or something, the type of letter you send out.

JS: Well, we send out, "Would you like to join the Alumni Association?" but, basically, it means money. It's $30 or $300. It's $30 to join as an annual member, $300 to join as a life. And we get 3 to 5 percent return, which is real good for this kind of mail, you know.

SM: Good.

JS: Usually 1 to 2 percent is the average for a direct mail piece.

SM: Yes, well, that's the question. That's the figure I wanted: 1 to 2 percent.

JS: Yes, 1 to 2 percent.

SM: Okay. I never can remember these things. Now you've answered [question] six. Now let's talk a little about the future. Let's go down the pike to, say, 2005. Now what do you think you'll find? What's going to happen?

JS: I think that building that Charles Moore built will be expanded.

SM: The what?

JS: Charles Moore, the architect. I think his building, the Phineas Banning Alumni House will be bigger.

SM: Aha!

JS: I think we're going to add onto it. We're going to probably go up and encircle the yard, and keep the yard because it's a nice area.

SM: Yes, (inaudible).

JS: Right.

SM: The receptions.

JS: Receptions, yes. So that will be one thing. We'll have a larger building. Secondly, obviously, we'll have a larger staff. We're already anticipating in two years to add a person to do nothing but to work with chapters. That's all they do, they go out and work with all the chapters. And also, they do the marketing. There's a developer, someone who just helps me do marketing, so we'll have a larger staff. I think that our issues are going to be . . .

You know, UCLA took on a literacy campaign for the Alumni Association, as a social issue that they think they want to help with. They're helping provide alumni to be mentors to people who need the help to learn to read and write in the community. I think we're going to have to do something like that, in terms of taking on some social issues that might be helpful to Irvine, whatever that might be.

SM: James, what will the number of alumni be in the year 2005? What do you project out?

JS: Well, we have approximately 3500 graduating, a little under 4,000, let's say 4,000. We're here in 1990. It will be double where we are now, 80,000 to 100,000.

SM: Good. It's really quite incredible. When I was interviewed for this job, the job actually started in January of 1964. But I came down for my interview in October 1963, and I couldn't get in, we couldn't get into the center of the campus. I didn't see the center of the campus. Our north campus, we had one building where the Chancellor, Vice Chancellors, and the architects and the money people were. And I was only the second dean appointed. So there was nothing. You realize from nothing, you're telling me that we're going to have 80,000 . . .

JS: One hundred thousand, one hundred thousand alums.

SM: One hundred thousand students.

JS: Alums.

SM: Yes, I mean alumni.

JS: Well, you know, I think that . . . You know, you asked me before, what was also motivating me to come here. Well, I saw all the construction in 1986, and I always feel that a campus with construction is a healthy campus.

SM: Yes.

JS: I mean, because you know it's growing, it's in a stage of real vital . . .

SM: Yes. Well, in writing the history, I have to say that in the seventies we were a little discouraged. We were told we couldn't grow beyond 15,000 students enrollment, no more buildings. [Governor Jerry] Brown, you know, little was great and all that.

JS: Right.

SM: He's an alumnus of Berkeley, a Classics Berkeley, Jerry Brown, and he was the greatest disappointment.

JS: I know, I know.

SM: He did less for us than Governor Reagan.

JS: I know that, yes.

SM: It's really remarkable, but true. So there was a time then when we were always wondering why we were getting more students than we could take, and we knew something was wrong with the demography. But all of a sudden, starting a little after 1982, all of a sudden, everything went right. We got grants from the Irvine Company, grants from here, we got buildings. Over the last four years, we've had $300 million worth of construction.

JS: Right, right.

SM: And with a new library, you're going to add on to that, and so on. And so anybody coming . . . Therefore, there was a great feeling of all of us, the faculty and the staff. My God, we're moving again. We're getting (inaudible).

JS: Right.

SM: And, my God, that theater outside the Ad[ministration] Building.

JS: Right. I think it's going to be harder and harder, you know, as the money becomes really a . . . you know, the competition for money.

SM: (inaudible) though. You can go out and . . . For instance, my grandson goes to UCLA in track. He wanted to be further away from home, which is Villa Park.

JS: Sure, sure.

SM: But you'd be interested that my granddaughter went to San Diego State for two years, got a B average, and so she and her boyfriend, he plays soccer at Chapman. They just turned it off, practically, so he's coming here. And they're very thrilled about it all, coming to Irvine.

JS: Great.

SM: They think it's great, they're well-treated and all that. (chuckling)

JS: Right.

SM: So if this happens to all the students, you know . . .

JS: Oh, yes.

SM: Very good. Well, what else do you see coming down the pike? You see double the number of alumni that you have. You see an increase in your staff. You have a wider outreach. You're going to go to more states, I should think.

JS: Right, oh, yes.

SM: Open more, what do you call them, center?

JS: More chapters. Except, again, that's dictated by the population and where they live. And see, if they continue the trend of living right here in Orange County, we're going to have to figure a way to get maybe an Irvine chapter or something, because there's so many people who live in this area. I mean, 2,000 live right in Irvine, over 2,000 alums have stayed right here in Irvine. But greater chapters is another thing.

I think we're going to have to be real sensitive to providing benefits, to continue to grow as a membership organization. Cal Berkeley just did a marketing evaluation of their association. They were in the hole $200,000 this year, their alumni association. Because the older alumni are members but the younger alumni coming through are not joining. And so they did a study, and they sent this study to me, Bert Barker up there, who's the alumni director, a really nice man. And it was really great for me because there's a lot of similarity, obviously, in the UC system, in terms of things that are happening. But they've become a situation where the "Cal Report" that comes out is not real relevant to the young alumni. They don't get anything out of it. And they feel if they're a member or not a member, it doesn't really mean anything to them, you know. They don't miss anything, they think, by not being a member. So I think we should anticipate that problem and we should look at it in terms of trying to make sure that we provide really tangible benefits to our membership, that means something to them.

SM: I agree. I'm very glad you're on that. One thing you can do is . . . I'm a UCLA alumnus, and they seem to have a reasonable fee for life membership. Right when I started out . . . I got a B. A. in 1940, M. A. in 1942 and a Ph.D. in 1944. And I just took out a life membership. I'm interested in that building they built, the something West House or something.

JS: James West.

SM: Yes. This is an incredible thing.

JS: Right.

SM: Just for the alumni.

JS: Right.

SM: Well, you can sort of expand yours.

JS: That's right, that's right.

SM: There are a lot of things that can be done for younger members, I think, younger graduates.

JS: Well, a lot of the career . . . We're going to be focusing on helping alumni with career networking with companies, and that's the big thing this next year that we're working on. There is a company called Kinexis that deals with just helping alumni.

SM: How do you spell Kinexis?

JS: K-I-N-E-X-I-S.

SM: And it helps what?

JS: It helps alumni by filing privately, confidentially, their resumes for companies. And the companies come to them and say, "Give us who you have in this particular area for this particular job." So the company pays Kinexis. Basically, we will be providing the service to alumni because they could file their information there. So it's like a job-hunting firm, but it's a private, very nicely done program. And our alumni, you really don't come back to the Career Placement Office that much, and so we need to help them do that.

SM: I was going to ask that question about the Career Placement Office. How do they do for those who are just graduating, in arranging interviews and things of that nature?

JS: Well, those people they help tremendously. It's the people that are a year out and further that they don't really help as much. And it costs them. They still get about a 20 percent discount, if they're an alumni member. But it still costs them like $35, $40 to come back, and, you know, I just don't think they come back as readily as they could. Because a lot of the jobs that are posted over there are for people entering, rather than people that have been out for some time.

SM: Well, anything else? You're now looking into a crystal ball, James.

JS: Right.

SM: What do you see? I think it's quite remarkable. In fact, I'm beginning to wonder if you have enough land there to expand the house?

JS: Well, we can do a moderate expansion. I envision either A--there's a couple of scenarios--we expand the house and then we use another place on campus as a satellite operation, maybe perhaps to the center when you come into campus, or we sell the building to the university, since it has been paid for and operated by the Association monies. We sell it to the university and maybe we buy another place and call it the Phineas Banning House, but somewhere else on campus.

See, we and University Extension in the Alumni House are really located in the Social Science quad. In fact, they call us an island in the quad, you know. I don't know why they put us there, if, indeed, in the long-range plan they have us being relocated, which is something that's an issue right now with the board. Because the board, you know, we've only been there five years and already now they have us being relocated. I think it was a little bit of a slight in planning here. I don't exactly know how to put it nicely, but they should have . . . You know, the building was paid for by alumni totally, it's being operated by alumni monies totally, and so it will be an issue if we do move, you know, that we would like a fair price for what we're giving up.

SM: Well, let me make a suggestion here. From my experience at other universities and so on, with you expanding fast, if you're growing quickly and you have any kind of a chance to move to a bigger building, build a bigger building . . .

JS: Yes, build a bigger building, right.

SM: This is what I think you should do. Now what you're saying is you should have a fair price for what you have here in the Phineas Banning House.

JS: Right, right.

SM: Now that's certainly reasonable, and so that's what you should hold out for. But the sooner, in my opinion, you can get a bigger building . . .

JS: A larger facility, yes.

SM: . . . a larger facility, I'd go for it.

JS: Well, you know, UC Davis is building a visitors welcome and alumni office, and that's great. That's great because, you know, you have people coming into campus to visit and they come to the alumni house, so it's a nice combination. So maybe that's the type of thing we'll end up doing. But, anyway, right now we plan on expanding that building and then moving to a satellite operation. And then, if indeed we need to move, then we'll move. But we're growing, you know, and that building is good for another three to five years, at least, just in terms of . . . It's a slow growth. It's a nice even growth. It's not any, you know . . .

SM: Still and all, if you can look to a bigger building and get some other people like the Bannings to help finance it . . . I think that that West building . . .

JS: I know, yes. Quite nice, it's really quite nice.

SM: It really gives a very good impression.

JS: Right, right.

SM: And we're going to be as big as UCLA, eventually, maybe by 2005, who knows.

JS: Right, right.

SM: We're talking about 26,000 students. UCLA is 30,000.

JS: Right.

SM: But I'd like to see you go for a big building and get it.

JS: Okay, okay.

SM: Have you any suggestions for me in writing this history?

JS: I just wrote down one comment here. I think that I would hope that you would express the importance of the alumni and what they play, in terms of the future role of the university.

SM: Oh, sure.

JS: Yes. And also the fact that I think UCI is a real unique institution and it has a unique history, and I would hope that you would bring that out.

SM: Oh, yes.

JS: Because I think it's been such a . . .

SM: Oh, yes, no question. For instance, I taught at Oberlin College, just a substitute at the end of the war, and then to

Amherst, and then the University of Michigan and then to Rutgers. Now those four universities really have very active alumni organizations. Oberlin, particularly, interestingly enough.

JS: Yes. Very liberal.

SM: It's near your Bowling Green.

JS: Right. A very liberal institution, Oberlin.

SM: Not too liberal, really. (laughter)

JS: Wasn't it known for its liberal administration?

SM: It might have been. No, no. Well, maybe. Not really, I didn't find it so.

JS: Yes, okay.

SM: Why they were thought of as being liberal, it was the first college to admit women in the 1830s and the first college to admit Negroes.

JS: Okay, okay.

SM: So, for that reason, it's known for being liberal. (laughter)

JS: Okay.

SM: But, no, I'm very well aware of the importance of the alumni. In fact, I think I'm very pleased that [Judge] Eileen [Moore] is going to come to my talk next week. She's interested in the history of UCI. She's an historian. She gave a talk to the other judges a couple of weeks ago on something. I can't remember the exact legal term, but it goes back into English history, which I taught her. I taught her Constitutional and Legal History of England.

JS: Okay.

SM: And she pulled it out of the earlier period of Henry II, which is 1154 to 1189 A.D. in England. But she's coming.

JS: Eileen's last name is . . . ?

SM: Moore, but she's (inaudible).

JS: Eileen Moore, right, okay.

SM: But that was her married name for quite a long while. She has a daughter. She was a nurse, you know, in Vietnam and she came back.

JS: Right.

SM: And she has a daughter and the daughter is now going to San Diego State, I think.

JS: Okay.

SM: But she got a divorce about seven years ago and she remarried a lawyer. They had us to dinner, oh, about four or five weeks ago, and also she invited me to her . . . What do you call it? Not inauguration, whatever they do to a judge.

JS: Okay.

SM: And they had a very nice thing. I'll tell you, James, they had about twenty judges there. They gave an informal talk and talked about Eileen as a lawyer and so on and so forth, and what she'll do as a judge. Then they have refreshments after. And I think the law firm put that on. That was lovely.

JS: Okay.

SM: And so her married name . . . His name escapes me for the moment--I've got it written down, of course--it (inaudible) remember.

JS: Right.

SM: But she keeps the name Moore.

JS: Okay, okay. Well, I'll definitely be there. I'll be there definitely next Wednesday, so I can say hello to her.

SM: Yes, she's just one single person.

JS: It's at noon, yes?

SM: Yes. Come a little early, say, about a quarter of or ten of.

JS: Okay.

SM: And we eat lunch, because the speech starts at a quarter past and goes to a quarter to, or ten minutes to.

JS: Okay, okay.

SM: And then they ask questions, and everybody's gone by one.

JS: Okay. Very good.

SM: Very fine. Well, this has been a very interesting interview, James. I've enjoyed it, learned a lot, and you can count on me to give you any help in speaking.

JS: Okay.

SM: I teach one course. That's all I do now, I teach it in the spring.

JS: Well, we'll get you out there.

SM: Yes, I'll be glad to talk. I had to speak for the speakers people, you know. I go and speak to all the people who are in these homes who are interested. What do you call them? Retirement homes, you know.

JS: Right.

SM: But they're interested. They're still going along here, and they want to learn.

JS: Sure, sure. Well, I have one question for you for advice. I would like to get names out of the faculty of people, like you, who have mentioned your top students. What would be the best approach to reach the faculty? I mean, I could send a memo out. Perhaps that's the best way to do it, but to ask them . . . We are highlighting the top twenty-five alumni this year. As part of the twenty-fifth anniversary, Lawry's restaurant is hosting a lunch and we're going to highlight twenty-five alumni. So I'm sure Eileen will probably be one of them we'll choose.

SM: And also Patty McKay something, the current . . .

JS: Right.

SM: The black judge up (inaudible).

JS: Yes, right.

SM: Patty McKay something. I wish I could think of it.

JS: But the thing is, how should I best approach asking for that solicitation? Through the deans?

SM: Yes. I think you've got to do it . . .

JS: Okay.

SM: You see, every year I go to the honors meeting. And you can look at the honors. But who gets honors? A lot of people. But it you looked at the _summa cum laudes_, then you really would cut it right down. For instance, in the Humanities, I think we only had . . . Well, in History we had one. I had her and she's a super student, and she's a _summa cum laude_. But I think I'd talk to the deans.

JS: Okay.

SM: But there are two things: One is how well did they do here, but the other thing is how well they're doing now.

JS: How well they're doing now, right.

SM: Like Eileen is a superior court judge, Patty McKay something is a municipal court judge.

JS: Right. Okay.

SM: So, therefore, they are all in the business, by the way, of--they being the deans--of fund raising.

JS: Okay.

SM: For instance, our dean has a person whose name I'll think of in a second [Cindy Kramarz]. She does nothing but do all the secretarial work for fund raising and so on.

JS: Okay.

SM: So, therefore, they must know who their successful students are, don't you think?

JS: Okay, okay. Yes, I think so. I think sometimes the faculty seem to know and they haven't shared it with the fund raisers as much as they should, just because they haven't been asked.

SM: I think that's true. But the only reason is they haven't been asked.

JS: Yes. The last thing, you know, this year we're having Byrd and Bork as our first Distinguished Lecture Program. Did you happen to see that? Rose Byrd and Robert Bork?

SM: Yes.

JS: Okay. Our second one is going to be in March and it's going to be part of our Back to the University. We're doing a Back to the University program which means we're asking our alumni to come back and take a class for a whole day, and we might hit you up on teaching one of those classes.

SM: I did that. They did it in the . . . They still do, maybe, but way back in 1970 and earlier, they had the students come, freshmen. They all came. There were three weekends, or two, and Dan Aldrich spoke to them. And they had to be a person lecturing. How does a lecturer sound, and so they all piled into the Science Lecture Hall and I gave a talk on the Australian gold rush, I think it was, and they were interested.

JS: Well, we're going to do this on alumni. It's just alumni, and they're going to come back and we're going to have faculty teach and give a half-hour, forty-minute presentation on whatever they want to.

SM: Sure, sure.

JS: Anyway, as part of that, the evening before, Malcolm Forbes, Jr. will be our keynote speaker to talk about the new global economy, and we're going to be having three panelists and then Dean Agnew is going to moderate it at the Bren Center. So that's going to be coming up.

SM: Have you anything to do with that one, putting on the debate between Buckley and Senator McGovern?

JS: No, no.

SM: That's a good idea.

JS: You know, I did that. When I was in South Dakota, I started the McGovern lecture series and met George McGovern. He came out there, you know.

SM: I'm a great admirer of him. I think he's a great man.

JS: Just so you know, I helped carry the only state he carried when he ran for president. I took people to Massachusetts to vote. And, if you remember, Massachusetts was one of the only two states he carried that year.

SM: Yes. I was a great admirer. I am a great admirer.

JS: So was I. So am I.

SM: You know, he's an historian.

JS: Right.

SM: He has a Ph.D. from Northwestern and Ray Billington was his director.

JS: Yes. I liked him very much.

SM: Yes, a fine man. Well, thanks, James. This is very good.

JS: Yes, I'll leave this here with you.

END OF INTERVIEW