

**Transcription of a Video  
History Interview with**

**JAMES H. ERICKSON**

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Erickson: Jim, would you start, please, by telling us where you were born and a little about your family?

JHE: I was born in Oak Park, Illinois, in 1969.

Erickson: Sure.

JHE: Actually, it was 1939. I had an older sister who was five years my senior, Carol, who passed away some years ago.

My father worked as a cab driver during the Depression in Chicago and had the area around Wrigley Field, which was his responsibility, so he had some famous stories to tell about picking up Chicago Cubs ball players and taking them either to their hotel or more infamously to some of the famous parties in the '30s.

Erickson: And then on to the game the next day.

JHE: And then on to the game the next day. He told some wonderful stories. One story in particular—Hack Wilson, the old great Hall of Fame ball player. My father had to help him out of an apartment at 2:00 a.m. one morning, and Hack Wilson hit two home runs the next day and hit a fan in the stands.

Erickson: Oh, my goodness.

JHE: Later on, following the Depression, my father started his own business. It was a juke box business, and I remember him telling stories where he'd put a juke box on his car every morning and wouldn't come home until he placed it in one of the taverns of Cicero or Chicago.

Erickson: How long did he do that?

JHE: He did that ... really for the remainder of his life, probably 30 years.

Erickson: Um hmm.

JHE: And loved every minute of it. He was fun loving, and he loved the interaction with people in the taverns and restaurants of Cicero and Chicago, which were wide open in those days, of course.

Erickson: Did your mother help with that, too?

JHE: My mother helped in some aspects of it—did some of the books, and he had a wonderful partner, Bill Holl. He was very active in the political arena, was Police Commissioner of Cicero, which was a necessary part of getting approvals for some of the juke boxes going in.

I remember as a legitimate juke box operator, we could only take certain restaurants because the syndicate would take the restaurants and taverns they wished to have.

Erickson: Did they make it known which they wanted?

JHE: Oh, you knew that very clearly,

(laughter)

that was an education. My father would always tell me, “You are not aggressive in going after anything they have. You say, ‘Yes, thank you,’ and you leave.”

Erickson: Hmm. So you were involved in that, too?

JHE: Yes, in the summers while I was in high school and college. I did that with Len Holl, who was the son of my father’s partner, Bill Holl. A wonderful guy.

Erickson: Um hmm. And then tell us where you went to school.

JHE: I went to school, undergraduate work at Bradley University, in Peoria, Illinois, and I majored in journalism. And then my ~~graduate~~ *doctorate* degree is from Indiana University in Bloomington, Indiana.

Erickson: In what?

JHE: My doctorate is in Higher Education Administration with a minor in Mass Communications. That was a wonderful experience at Indiana.

Erickson: Um hmm. And do you have a military background?

JHE: Unusual military background. I was in both the Air Force and the Army. I was in the Air Force ROTC, and in those times, you planned to be a pilot. And of course, as you know, I don't see very well, so I decided to switch. And then I went in ... I would have gone in as an officer ultimately, but I decided to enlist in the Army.

Erickson: When was that?

JHE: 1961, following college—actually from '61 to '62, but then I stayed in the Reserves until about 1970.

Erickson: And why did you get out then?

JHE: I think just the demands of the job. As I think I would have enjoyed staying in. I enjoyed the experience, but I think it was time then.

Erickson: You mentioned the job. What was that?

JHE: At that time I was working at Bradley University. I started there in 1963 in a public relations capacity. I did ... oh, the news releases, the public information and was the editor of the university publications.

Erickson: Um hmm. And we should mention that we are married.

(chuckle)

JHE: Yes, for thirty two years. Thirty two wonderful, happy years.

Erickson: Of course.

JHE: Three of the happiest of your life!

(laughter)

Erickson: And we have two children.

JHE: Two children, Mike and Rich—wonderful young men who we're both so proud of, both graduates of UCR. Mike is now a school teacher, who is marrying a school teacher in December (Tammy), and Rich is a commercial realtor with Lee & Associates.

They've been wonderful young men and have some of the same interests I do. They've put their mother through those interests of athletics, and we've really enjoyed them.

Erickson: Um hmm. Can you remember your very first experience with fund raising?

JHE: (pause) I think I can. I was ... it was a little league baseball team that I was the captain of. I was captain because I wasn't very good, so they made me the captain.

(laughter)

Erickson: So what age are we talking about?

JHE: Probably about ten years old. It wasn't organized Little League as we have today—that came later, but we were called the Boulevard Manor Buckeyes. I went to every vendor, every

JHE: store in Boulevard Manor, and I asked for the staggering fee ... I think I asked for \$10 to \$25 per merchant.

Erickson: Well, that is ...

JHE: And we raised probably \$250.00 that way. They couldn't say no. If they said no at \$25, I would ask them for \$10.00, and one way or another ... That \$250.00 enabled us ... shows you how times have changed, Jan, -- to have uniforms for fifteen ballplayers. That's a little ... what \$10 or \$15 a person.

Erickson: Uh huh.

JHE: The full uniform.

Erickson: What did baseballs cost in those days?

JHE: Baseballs, I think we got them for \$1.00. The uniform was about \$10.00 and the socks and cap probably brought it to \$12.00.

Erickson: So that was your first experience, but you were a journalist for a time.

JHE: Um hmm.

Erickson: Why don't you talk about that?

JHE: I was a journalist for United Press International in Chicago and was nothing more really in the early days than a glorified copy boy, but I had the opportunity to cover for UPI the 1960 Republican Convention. That was the rather famous convention because the Republicans nominated Richard Nixon and Henry Cabot Lodge. And I'll never forget a story—there was a gentleman named Harry Gillette, who was a legend in UPI circles ...

Erickson: Um hmm.

JHE: who, as Nixon and Lodge were raising their hands in the symbolic “victory signal,” he said, “It’s the wrong order.” I said, “What do you mean it’s the wrong order?” He said, “Nixon can’t beat Kennedy.” Kennedy wasn’t as well known then, but he said, “Lodge can and has. In Boston, the Lodges speak to the Cabots, and the Cabots speak to God.” He looked presidential, he was a UN ambassador (Henry Cabot Lodge), had all the Harvard, Ivy League experience, and just seemed to be the perfect match to go against Kennedy. As it was, Nixon’s image, some felt, hurt him in the television debates, and Lodge was so eloquent, he would have been tremendous.

Erickson: Um hmm. Well, how did you switch then from journalism into development, to that area?

JHE: I was offered a position at Bradley, and I think, just the incentive of going back to my alma mater and working there where I still had a lot of friends, was very appealing. I thought it’d be short lived, because until that time, I’d spent two years at UPI.

I also worked two years for a national fraternity, Lambda Chi Alpha, headquartered in Indianapolis, and then the Army for a few years, so everything was two years, two years, two years. And I assumed the same thing would happen at Bradley. But I met a wonderful person, and I fell in love at Bradley with my wife and also loved the job very much. I wound up staying there twenty three years in a variety of capacities.

Erickson: Well, then how did Riverside come about?

JHE: It was interesting. We had decided ... we had just decided to stay at Bradley for the rest of our careers, did all the right things—built an addition on our home and put a lot of money into that home. We really had established roots there, and the children were at an age that they loved it there.

Then we met a young person from Korn Ferry. In fact, Dr. Ira Krinsky, had been calling us you will recall about different

JHE: positions, and they were always in wonderful, beautiful areas like Buffalo, New York, in December and others.

(laughter)

He called us about an opportunity in Riverside. I remember we had interviewed in California a few years earlier and decided not to go to California. I just said, “Ira, California is just not the right fit. Don’t take it personally.”

But he was persistent, and then, as you’ll recall, he said, “Would you see the Chancellor if the Chancellor of the UC Riverside campus would come to Illinois?” I said sure, thinking that no chancellor is going to come out here concerning an interview.

What I didn’t realize is that the Chancellor was Ted Hullar, who would go anywhere to see anybody, and probably saw five people in and out on his way to interview me.

(laughter)

Erickson: That’s probably true.

JHE: So we met, and we liked each other very much. You and I, a few months later, came to Riverside and really fell in love with the area and the people. The people of Riverside and the Inland Empire have really been wonderful.

Erickson: What would you say was Riverside’s most attractive feature? What were you looking forward to most?

JHE: (pause) I think a campus that was on the move, a campus that was growing, the opportunity to start something relatively new. It really didn’t have a development or a university advancement program established, and I thought this is a place where we can make a difference. When we saw the sense of community here, we felt our sons would have a good experience—that was critical to us, that it would have a good educational system.

JHE: I remember we met Chuck Beaty our first night, and he talked about that system.

Erickson: Why don't you explain who Chuck Beaty is?

JHE: Chuck had just completed a term as Superintendent of North High School and was Assistant Superintendent of Schools. It was before he later became Superintendent and later became a City Councilperson. He and his wife Sally took us to their home, which, I think, Jan was the first home we saw in Riverside. No, I shouldn't say that. During the interview ...

Erickson: Dallas Holmes.

JHE: Dallas Holmes, the judge now, had us to his beautiful home, and I think we thought it would be a nice place in which to live. We saw Chuck's home and Dallas' and we thought, if this is the kind of home Riverside has ... as you'll recall, they are both older homes, beautiful homes.

Erickson: Why would you consider leaving Bradley University though after a twenty-three year career?

JHE: It was a tough decision because we love Bradley, and as has always been important to me, it was important that I work with somebody I respected. And I respected Dr. Jerry (Martin) Abegg very much. I had worked for the man for twenty years, and he was a long-term President at Bradley. I knew he was nearing the end of his presidency, and I had been so closely linked with him.

And I thought the new challenge was important. I had done the things at Bradley I wanted to do. As you recall, I was the Dean of Students, I was the Director of Development, I had worked in a variety of capacities and also taught there.

I had done the things I enjoyed doing. And I was involved in the community there and thought a new experience was right although it had to be the right experience, and I think Riverside presented itself. We had gone over other decisions earlier and

JHE: decided to stay in Peoria, and this seemed to be the right time with the exception of the home we had to sell, which, at that time, Peoria was in a bit of a depression, and we sold our home for probably only a fraction of what it would be worth today.

Erickson: Well now, you mentioned that this was a new position here at Riverside. Why don't you tell a little about Mr. Toll and his position.

JHE: Right. Bob Toll was a wonderful man who was Director of Development prior to our arrival but basically had development.

Ted had the concept of wanting to put a variety of offices under one umbrella and call that University Relations. I've later changed it—we've changed it—it's evolved to University Advancement, but at that time we had an Alumni Office headed by Sally Dow and a University Relations office headed by Jack Chappell but not the other offices that are present day. Government Relations—we did not have that.

We did not have the kind of community focus we have today or special programs areas. I remember Ted said, "Jim, we need to give this campus more visibility, so could you come up with a concept of a program a month?"

(laughter)

And I thought, well, that sounded fun at the time. What I didn't realize, Jan, was that I had to sustain all those programs. They've continued to this day ... like the Roundtable, the Bourns Science and Engineering Day, an Agriculture Day—everything under the sun that we came up with. Unfortunately, most of them have stuck, even a Founders Day, which really, I thought, brought back some of the traditions of UCR. But we haven't continued that although I thought that ...

Erickson: That's about the only one.

JHE: Yeh, that's the only one. I wish more had failed than had succeeded.

(laughter)

Erickson: No such luck, huh?

JHE: Right.

Erickson: How did you go about setting up your office then, initially?

JHE: Well, I tried then to do pretty much a lot of the things we are doing now in Special Programs on my own, and it was easier to do then because they were the kind of programs I had conceptualized and I had all that enthusiasm.

Now I probably couldn't do it, because they've evolved into far more extensive programs.

Erickson: Uh huh. And we should explain you had one secretary or one assistant at that time.

JHE: Yes, that was Sally Whitfield and that was the first two years, and then Leslie came in ...

Erickson: Leslie Birkett.

JHE: Leslie Birkett, um hmm, came in about a year and a half later.

Erickson: And how about the Development Office. I was thinking about Esteban Soriano.

JHE: Yes, the first appointment I made was Esteban Soriano, who I thought was a great Development Director. He's now Vice President for Development at Cal State Pomona, Cal Poly Pomona.

Erickson: Um hmm.

JHE: I think he'll do a very fine job, very creative fellow. He had a lot of ideas and a lot of energy, and Esteban was very much a self starter. I wanted that in that role. That was very important because that was at a time I needed a strong Development Director because you and I were trying to get associated with the community and immersed in the community as well. And I was able to count on him. He was good.

Erickson: And which other areas then? Did you fill Government Relations right away?

JHE: About two years into it, and I had filled it initially with Pam Vickery, who was then working for the City Manager of Riverside, Doug Weiford, before John Holmes. She was his assistant, and I named her and thought she did a fine job.

Then when she left we named Robert Nava who is doing a fine job now in a similar role.

Erickson: Why don't you describe your philosophy for your office the way that you would like the atmosphere to be?

JHE: Very much to have an open atmosphere and a welcoming atmosphere. And as you know, I feel strongly that the donor, the friend of the university, should come first, even before the university. Because ultimately if you can please the donor and the friend, that person is going to be associated with you for years, and we've been blessed in this community and this region with the kind of people who support the campus. And I think that philosophy has helped. Fortunately, I have worked for three chancellors who share that philosophy, and that's been important.

Erickson: Do you remember who was the very first person who stepped forward to give you assistance, either internally or externally?

JHE: The first major gift ... well, the first person who stepped forward was my intern. I had a student intern, as you will recall... Ron Loveridge, current mayor and professor and our dear friend, called me in Peoria one day. You may recall that

JHE: I shared with you that he's called me about having an intern early on, and I think I said to you, "that's all I need is an intern early on. I'm trying to adjust to the job." I wasn't real enthusiastic.

The intern happened to be Bart Singletary, who is one of the esteemed, revered citizens of the region who was completing ... He took a short time between the start of his undergraduate degree and the completion—forty years—and he came back to finish in Political Science. He was studying under Ron Loveridge, and Ron said this man knows everybody. Little did I know that this man knows everybody. He's become Chairman of our Board and was just incredible from day one. He became a great friend.

Erickson: Um hmm.

JHE: And then the first major gifts ... this is interesting ... was Mark Thompson and Jay Self. And I'll never forget it, Jan. He (*Mark Thompson*) came to the campus and gave \$150,000 for our Museum of Photography.

Erickson: And that was when they were in partnership in Canyon Crest.

JHE: Yes, with T&S in Canyon Crest and developments all over the region.

Erickson: Um hmm.

JHE: But I remember the story. He came to my office and for some reason, I decided to walk him back to the car. As luck would have it, he gave \$150,000, and he had a parking ticket on his car. He said, "Does this mean it's \$150,020?" He laughed. I wasn't hysterical at the time, but as I thought of it later, it's quite a story.

Erickson: It just got funnier. Do you remember who was the first person to ask you for help ... that you would raise money for someone?

JHE: Yes, sure. It was the Museum of Photography. Charles Demaris was then the Director, and he wanted to move the museum from on campus where the Sweeney Art Gallery is to downtown.

He talked to me about it, but the people who really convinced me it should move downtown were Dallas Holmes and Don Dye. They met Ted and I at 7:00 a.m. one morning, and they already had it conceptualized.

The only thing they didn't tell me is that we had to raise \$3 million in the process, but they even helped me work out a deal with the city to provide what was then the old Kress Building.

Little did I know the problems that would be, because it involved historic preservation. We worked it out beautifully and preserved the heritage of that wonderful building.

Erickson: Um hmm. And the developer on that project was Ray Magnon?

JHE: Ray Magnon. Ray did a beautiful job. That's a complex job, because it had tremendous seismic improvements needed, and I thought Ray did a fantastic job...

Erickson: Um hmm.

JHE: with a lot of obstacles.

Erickson: That was a \$3 million dollar campaign?

JHE: Yes, we raised ... this was interesting. Initially Ted said we'll raise two million, and I thought one million from the community and a million from the camera industry—Eastman Kodak, Polaroid, some of the Japanese companies.

Erickson: Um hmm.

JHE: Well, what happened was early on, Charles decided to move to Orange County so we were without a director of the museum. The photographic industry felt that was too much uncertainty,

JHE: so they gave very little. But the community raised \$2.9 of the \$3.1 million. It was wonderful.

Erickson: And then Concha Rivera stepped in, didn't she?

JHE: That was a wonderful occurrence for this university. Concha had such a sense of this community and is so beloved in the community, and it was such a compatible relationship with Concha and I. It was terrific. She really deserves much of the credit there. Right.

Erickson: Would you give your formula for a successful development program? Do you have such a thing?

JHE: I think so, and I think I've learned so much from others in the field. We have meetings of the vice chancellors in the other campuses of the University of California, and I've taken a lot away from those meetings. They're a wonderful group. I'm now just by attrition the senior Vice Chancellor for Development in the system.

Erickson: What kinds of things do you talk about when you go to a meeting?

JHE: We talk about programs, about funding, and that's helped make cases for additional funding here which has really helped. As you know when I took over, I think sometimes the easiest way is to do it all yourself. That's not always the most effective way, and now we've developed a very capable development staff.

But the philosophy behind it has been one of donor sensitivity, of one of donor recognition. I want every donor who provides a gift for this university to feel good about the gift, and particularly if it's a major gift to recognize that donor in a way that will enhance his or her reputation. I like to think we have done that with some of the major gifts particularly where we've elevated the stature of some of the wonderful people as they should be elevated.

Erickson: Why don't you talk about some of those major gifts?

JHE: Well, I'm ... I think the campus has every right to be proud of those gifts. We've been blessed by a number of multi-million dollar gifts, and all that credit goes to the donors, but the first multi-million dollar gift was really a touching situation.

It was with Eric and Erin Anderson in honor of their father. Gary had died, and was just a wonderful father, the year before. He was such a young man. I believe he was 51, and he died of cancer and had always had an interest in the university and had lectured in our Graduate School of Management. Ray Maghroori and I went out to see Eric and Erin, who were just in the middle of our Executive Management Program. They were 27 and 28 at the time. We knew how much they thought of their father, and we asked them to make a gift in honor of their father. They called us back the next day, and I'll never forget the situation. They had the meeting in their father's room, and that's the first time the room had been opened since he had died.

Erickson: Oh.

JHE: I saw that Erin had a piece of paper in her hand and she committed right there the \$5 million. That was wonderful, and then shortly thereafter—a year later—I remember when you and I were going through some personal decisions about possibly considering other opportunities elsewhere, the day we were to make that decision, Gordon Bourns called me and asked if I had time to drop out to his office and said ... I had talked to him about honoring his mother and dad, Rosemary and Marlin Bourns. He said, "Jim, I'm thinking of doing that now." Naïve as I am, I said, "You know, a scholarship would be wonderful." You know, I was thinking \$100,000. He said, "No, I was thinking a little different." Gordon doesn't play games, but he ...

Erickson: He's very modest.

JHE: He's very modest. He said he was thinking of a little more, and I said, "Gordon, an endowed chair. That would honor your parents." Then he finally said, "Jim" ... and Gordon was a good friend of Gary Anderson's. He said, "I like what Erin did for her dad. I'd love to do it while my parents are still living." That was \$6 million that day.

I called you right away as I always do to share, because we've been through everything together, to tell you about that gift. And I think that helped us make our decision to stay in Riverside because we felt if people care this much for this university, we owe it to them to stay, and I think we've been pleased we did.

Erickson: Um hmm. Absolutely. Well, those are our major accomplishments, but there must have been a few challenges along the way. Would you care to talk about any of them?

JHE: Oh a lot of challenges. One, we have an incredible faculty at this university, of which we are very proud. They weren't accustomed to development, and one of the big challenges was conveying to them the need for external funds. I think slowly but surely that's come about. Thanks to the donors, I think they recognize that.

And I think what's really helped them, and what I'm very proud about—again on behalf of the donors—there are twenty three endowed chairs now, and I think of those twenty three, twenty of them are different departments. So I think that has helped the academic community.

But there were some real challenges. We had a gift fee assessed as all public universities do, and there were some faculty very critical of that, and I understand that. But I think they are supportive now, and I couldn't be more pleased. We are doing it for the faculty—that's really the greatness of this university.

Erickson: Why don't you talk a little about the difference between the public and private ... you know, fundraising between the two?

JHE: That was interesting. Ted Hullar brought me to a meeting early on of what they call the Red-Ox Consortia. That's another challenge. But he didn't tell me what the attitude of the people were. It's Red-Ox meaning from Redlands to Occidental, and if you look at those areas, there are only about two public universities, Cal State San Bernardino and Riverside. The rest are private, like Redlands, Occidental, the wonderful Claremont Schools.

Erickson: Um hmm.

JHE: So I got in the room and he said, "Jim, I want you to talk about development at a public university." I said, well, I come from a private university ... and they were all presidents there. Of the thirty people in the room, twenty eight were private university presidents.

Twenty eight of them thought I was a turncoat, because at that time—you realize this was fourteen years ago—there was still a feeling... excuse the chauvinistic term, but almost a gentleman's agreement that the publics wouldn't raise private sector funds. So they thought to go from a private university to a public ... I was not real popular there, and I could see some looks.

I later became friends of many of the people in the room, and they became very supportive, but that was an awkward feeling.

I think there was a feeling that the state should always support public universities, even a great one like the University of California. The reality is right now, last year twenty three percent of our funding came from the state of California. In 1960, sixty four percent came from that source.

Erickson: Oh, that much!

JHE: Yes, that dramatic. What's happened, health care, welfare, prisons—all of those are competing for the state dollar—and it's just not there. And you have a university with the greatness

JHE: of this one, it has to raise private sector funds. I'm proud of the fact that even though we're a small part of this that last year only The Salvation Army internationally raised more money as a charity than the University of California. The University of California raised \$770 million last year.

Erickson: Goodness.

JHE: That's the nine campuses.

Erickson: Um hmm. And so you see that into the future?

JHE: I see it more so. We had a vice chancellor's meeting last week, and our goal is a billion dollars. That's one of the reasons I'm retiring.

(laughter)

No, it's not. But a billion dollars—in one year. That's amazing.

Erickson: Well, if you wouldn't mind, I'd like you to talk about Chancellor Hullar and then maybe ... you mentioned three chancellors since you've been here. Describe your relationship with Chancellor Hullar since he was your first.

JHE: Ted was the first chancellor I served. It was funny. Ted came to Illinois, and then when we accepted the position, we came here for an interview. And I remember what he said when he called me the next week to offer me the position. He said, "We are going to build this great university together and stay with it. We're in for the long haul. You're a long-distance runner. You've been there twenty three years." A year later Ted left for Davis.

(laughter)

So there I was, and I was very concerned at that time. You and I almost left at that time, because we had worked so hard for Ted, and he had this wonderful vision of where a campus

JHE: should be. I think you brought some reason as you always do and said let's give it a look and also we both admired Rosemary Schraer very much.

Ted was a visionary. I thought Ted was wonderful for this campus and this community. He had great ideas of outreach. It was Ted, when I would come to him with an idea like the Museum of Photography, who said, "Let's go with it." He just had tremendous ideas.

Erickson: Is that how you would work? You would bring ideas to him and you would discuss them?

JHE: Right, and he also had a sense of development. He had a wonderful vision. The vision Ted has is very much the direction we are going today. The growth, he wanted growth. He realized growth brings about critical mass in departments. He understood that growth doesn't necessarily have to change the institution, that it can have the individual attention, the close interaction with professor and student if you work at it. He was very good. I hated to see him go.

But then I felt an obligation to Rosemary who we loved very much.

Erickson: Briefly explain how Rosemary came to that position.

JHE: I thought frankly Dr. Gardner didn't handle that as well as he could have. You will recall there were three openings at that point—the Chancellor's position at Davis, Santa Barbara and Santa Cruz—were all open at that time. Everyone thought the university was going to have an historic day and name three chancellors the same day.

Erickson: At a Regents' meeting.

JHE: At a Regents' meeting. And what we found out, four campuses were to have chancellors. What Dr. Gardner had done, he had appointed two wonderful people at Riverside and Davis but without any of the traditional search processes. There was no

JHE: search committee here. No one knew we had a chancellor opening. He decided to move Ted to Davis and asked Rosemary, who was Executive Vice Chancellor to serve as Chancellor here.

Now Rosemary was terrific, but she didn't go through a search process. In the University of California with all its traditions and its Shared Governance that was a critical mistake. She deserved to have a search process and emerge from that, and frankly Ted did, too.

They had a search at Davis, but Ted wasn't one of the people interviewed. So in both cases they were thrust upon their campuses, and I think a disservice was done to two wonderful leaders.

Erickson: To the individuals, um hmm.

JHE: I think Ted had trouble having the faculty accept him at Davis because they hadn't selected him. And Rosemary hadn't been selected here. Two fine people, but I think they both started with tremendous obstacles.

Rosemary tried very much to continue the vision of Ted Hullar, and she was an eloquent spokesperson for this campus. I thought she was such a sensitive and enlightened leader, but if you recall, too, it was a difficult time then. We started to enter a period when the economy was depressed, where things were changing here, less funding for the university. We had started to enter a fiscal crisis within the university, a very difficult time.

And what Rosemary's main responsibility became was trying to hold the campus together and fighting a number of obstacles. She deserved a much better fate than she had.

And there was some internal bickering even in her own administration—people who in my opinion were not very loyal to her, and yet she had such a sensitivity, she would try to make it work. She would even try to cope with them. I think some

JHE: time she would have been better to release them, but that was not her style. She tried to make people better.

I think she was a victim of chauvinism. I think she was a victim of prejudice, and that was tragic. She deserved much better. She was an exceptional chancellor and tragically died in office with only about three months to go before her retirement. But I think she should be far more honored than she is and regarded. She was terrific.

Erickson: That she was. And then, of course, we have Chancellor Orbach now.

JHE: Right. Ray Orbach has a wonderful vision for the campus that I certainly agree with and share. He wants the campus to grow, he wants professional schools. And I think those are important, Jan, because they bring stature to an institution and make us far more a comprehensive university, bring us prestige.

I also think he's a tireless worker for this campus, and he's a fighter. Ray has a strong personality, a high energy, very demanding, wants things his own way, high ego, but he's also a fighter and a worker for the campus. I think within the system you need that. It's a very competitive system, and you've got high-powered chancellors.

Now what's beneficial for Ray is he's now the senior chancellor. If you look back historically in recent years, there's always been a dominant chancellor or two, and unfortunately for Riverside, not only have they been dominant, their campus has.

So you put together a Chuck Young, who we are proud is an early graduate of UCR—you put a Chuck Young's personality with the stature of a UCLA, that's a pretty potent combination, and you add twenty nine years to his know how, it's unbeatable. So during that period, that's why UCLA grew so much.

And then a Chancellor Tien at Berkeley, a strong personality, a great campus.

JHE: You had a new campus in Irvine where you had a strong personality in the wonderful person of Dan Aldrich.

You had Dick Atkinson at San Diego.

You had a lot of strong people, dominant people with strong campuses. So now Ray is the senior chancellor, and I think that's why you are seeing more resources poured into Riverside?

Erickson: Would you say then, that under Chancellors Hullar and Schraer that UCR suffered because it didn't have the dominant leader?

JHE: Well, I think the situation was different, and I think because of the circumstances. Don't forget different financial times. Probably though, each were at the right time as I look back at the chancellors at Riverside, they were probably the right person for the right time. And I think we needed the steady hand and the stability of Rosemary, we probably needed that vision of Ted. Now I think we need the aggressive visionary approach of Ray Orbach.

I think they each fit and probably were right for that particular point in time. Rosemary, for example, in a period of financial uncertainty was probably necessary. Ray probably ... that probably wouldn't have been the right time for him. Now with his approach, it's probably the right time.

So I think each have contributed in a different way. They each have far different personalities. I've worked for all three and they have different styles. I respect all three, (pause) but they're different.

But I think to get back to your question, which is the appropriate question, they were right for their particular time at Riverside.

Erickson: Well, let's take it to the development arena. How is each of those individuals ... how has each understood development and then interacted with you?

JHE: In that sense, I've been blessed because they've each understood the need for development, and they've each understood the importance of donors. They've each worked hard in cultivating the foundation. I wish everyone realized the significance of the foundation.

The proudest thing ... you asked me before what I'm proudest of. It's the UC Riverside Foundation, sixty three members strong. Incredible. Unmatched probably in the history of public universities in this country.

The average gift over the last five years—average gift—is \$580,000 per trustee. That's unheard of in even private universities. Probably the Ivy League approach it, but no others—maybe the University of Chicago. But for a public university to have that kind of personal commitment and sacrificial giving is remarkable.

And we've been so blessed. We've had the ... I've served for five chairmen, so I've had ...

Erickson: Is that right?

JHE: a number of bosses. I've had three chancellors but ...

Erickson: Who would they be?

JHE: Milt Stratford.

Erickson: Oh, that's right.

JHE: Milt is now retired in San Diego and was a banker. John Babbage, who was one of the founders with Judge Gabbert and Phil Boyd, who are generally given credit as being three of the founders.

Erickson: Of the campus?

JHE: Right. Then Bart Singletary, who was just remarkable. Jacques Yeager, who I feel is one of the most esteemed citizens in the state. And now Gordon Bourns who is, in addition to being chairman of an international company, has found the time really to lead our foundation. So that's been wonderful.

Each of them has had a different style, too.

Erickson: Well, that's what I was just going to ask you about. With five different leaders like that, does the philosophy change, or does the focus change?

JHE: I think it does. And they have to fit with the person in my role and the person in the chancellor's role, and I think they've done that.

Ted pretty much linked with Milt Stratford. Milt was probably the most conservative of the five, pretty set in his ways, but dedicated to the campus, very fiscally responsible.

Erickson: Well, he had a banking background.

JHE: Banking background. One funny situation. Milt had far more sophistication than I would ever hope as you know—that's why you do the books in our family.

(chuckle)

But one day, I believe it was 1987, he was critical of the way we were investing. For some unforeseen reason, I finally listened to him and put all of our accounts which were then with the Regents in a holding pattern for the weekend. The

JHE: next Monday the market crashed and dropped twenty one percent. It was the smartest thing I ever did. Just dumb luck.

Erickson: Just by luck.

JHE: I think that brought me a little closer to Milt. But Milt was critical of the university overall, the central university, that it wasn't supporting the campus enough. A dedicated man.

And then John Babbage, who just had so much wisdom, as you would remind me from time to time. I hope I'd always listen to him, but you made me listen to him sometime and he always had the university at heart.

Erickson: Without mentioning names, why don't you just tell that story?

JHE: There was a situation where I was about to hire someone in development, and John called me at home one night and said, "I don't think it's the right fit."

Erickson: Very quietly.

JHE: Very quietly. He didn't make a scene about it. You and I talked about it, because I was ready to hire the person. I didn't. And then I realized, you know, that's what it's all about. The people aren't working for me—they're working for this community, this region, this university—and I realized John was right, as it later proved to be. John was terrific.

And then came Bart Singletary who was such a hard worker and had such a great sense of what this whole region needed. He was just the right person at the right time.

Then Jacques Yeager presided over a period when we started to receive the million dollar gifts. That first one, you know, needed to be made. And of course, Jack and his brother Gene have been incredible. That's about the time that other large gifts were coming.

The Sweeney-Rubin gifts which now have amounted to over \$7 million, Jack Sweeney and Mark Rubin. And then many others, so we've been very fortunate.

Erickson: Well, I'd like two things: how do you actually interact with the Board of Trustees, and then how are those chairmen named?

JHE: Well, I react directly. I'm different than a number of fundraisers in the field. I'm more of a person who has a hands-on approach with the personal requests for funds of donors.

Erickson: As opposed to what?

JHE: As opposed to many have trained and rely on the volunteers to make the requests for funds of others. I decided it's just an approach that's worked for me. But it's been fueled by one other element.

We have trustees, as you know, who are wonderfully generous people, but many of them are basically shy people who can give of their personal resources so effectively but have trouble asking others because of their humility, their modesty.

And I've always had the ability to ask people for funds starting out with the little league when I was I was ten, and it doesn't bother me. Probably others would argue that that's not the most effective way to do it, but it's worked here.

Erickson: You mean because we're smaller?

JHE: I think we're smaller, and it's more of a sense of community here. There's enormous pride and everyone knows everyone here. Certainly the examples though of people giving has helped others give. That's the best way to generate a gift, and that's helped.

Erickson: Is that typically how the pattern is established—one is named and others follow?

JHE: I think so, certainly on the large gifts, the million dollar gifts. Everyone in this field will tell you it's just about impossible to get the first one, but once you have the first, then others will join them. That's been the case here.

Erickson: Um hmm.

JHE: I just didn't think they would do it so quickly. When I came here, because I didn't think probably I'd be here this long (fourteen years), I remember in the interview someone said, "How will we or how can we ever judge if you're successful or not." I felt I had nothing to lose, because I thought I'd only be here a few years and said, "Well, if in some day fifteen or twenty years from now, you look on the campus and see that the buildings are named in honor of donors."

But I never thought that would become a reality in my lifetime here, because I thought it would take longer. But now, certainly, the campus should get great satisfaction in seeing a Bourns or a Sweeney or an Anderson or a Costo or Eady—all of the buildings named in honor of wonderful friends of this campus who are friends for life. What's beautiful about all those people, they are memorialized forever.

Tom Haider will have his name on the Biomedical facility forever because of his vision in what he's done in directing his patents. There are others like that. The Alumni Center will be named in honor of Jack and Mark (Sweeney and Rubin), so that's beautiful.

Erickson: How do you determine who's a potential major donor?

JHE: Jan, a lot of it's by accident. It's through friendship. As you know, sometime we'll get calls on a Sunday night where we haven't even thought of a gift. I remember the call from Tom (Haider). He said he thought he had an idea. He didn't want anything named in his honor, but that resulted in that. He had the idea.

So many of them. I mentioned the story of Gordon Bourns where he really approached me. I had approached Gordon from time to time. We did a science day, and I think that's an important part of the cultivation. Early on when we did the science and engineering day, I went to Gordon and asked him to sponsor that, \$1,000 a year. There were times in the evolution of Bourns when the years weren't so great, and we

JHE: stayed with it, stayed with it. I think he remembered. But that's how the cultivation comes.

And then with all three of those chancellors appreciating donors, involving donors in other ways other than giving—I think that's important. Donors here and friends realize they're not being used, that they're not wanted for their money. Money is wonderfully important, but we use their advice.

And look at those five chairs of the board. Just take one—and I could take any one of the five. But the many aspects of this university that Bart Singletary has touched and Gordon and Jack are the same way. I mean every aspect of it.

Jack and Sue Johnson, as Regents. That's another achievement of the campus, not mine. But to have Jack and Sue and now Dave Willmon as Regents—that's very important that the university have a voice. You know, Charlie Field was an Alumni Regent. That's very important.

And the Alumni Association. Our alums are very dedicated, and we've had a series of alumni presidents, now Mark Kohn. Lee McDougal just completed his term. You know how dedicated they are.

Erickson: And how do you work with them, the Alumni Association?

JHE: Well, I try to do it all. I probably spoiled it for the person who will succeed me, who will be a much better person. But I'll tell you the one thing he or she is going to have trouble doing. I try to divide my time with all the offices that report to me, and I think that's important. I try to be a champion for each of them. So I've gone to every alumni board meeting. You know, every out of town alumni meeting with Kyle Hoffman, who's done a wonderful job with our alumni outreach.

I go with the Chancellor and Robert (Nava) to Washington and Sacramento. I think that's important, and as a result, we have a presence in Washington and Sacramento that other campuses

JHE: envy. We have that relationship with the Monday Morning Group.

Erickson: What kind of turnout do you get when you go to an alumni event?

JHE: It varies. It varies from city to city. Tomorrow night in Orange County, I think we have about forty. Thursday night in San Jose, we had probably thirty. Now, we'll have probably about sixty this Thursday in San Francisco. The Bay Area just has more people. Because with Oakland and San Francisco being so close, we do one, either in Oakland or in San Francisco. That's how we do that.

Washington, D.C. has been our most successful. We, the Chancellor and I and Kyle, were there, and we probably had about one hundred. But there are a lot of the "Loveridge Kids" there. The call them the Loveridge Kids.

Erickson: I was going to say, what do they want to know about? Do they want to know what's happening on the campus now?

JHE: Yes, they do. When I said Loveridge Kids, I should explain that Ron placed many of them when he was responsible for the internship program. A lot of them stayed in Washington. They want to know about the campus. We try to bring the campus back to them, usually show them a famous "Jim Brown video" with all his creativity.

(chuckle)

Then Ray and I usually speak and Kyle orchestrates it beautifully so it's a good meeting.

Erickson: Who are some of the professors they ask about besides Ron?

JHE: Well, they all ask about Ron Loveridge. Probably the two most asked about are Ron Loveridge and Francis Carney. They love Francis and they love Ron. But others—Frank Way, Carl Bovell. Some of the early professors are asked about: Rudy

JHE: Ruibal. (pause) This is dangerous. I'm leaving out some. But those are the ones. Probably the number one—Francis Carney. And I've brought Francis with me on the road, and he's terrific.

Erickson: And when you bring a professor with you, a guest, is the turnout better usually?

JHE: The turnout's better, and they don't have to hear me speak, and I enjoy it more.

(laughter)

What Francis will do is speak ... something current in the field, maybe the elections and the impact they are going to have on California. So, yes, that works very effectively.

Erickson: And then the new Alumni and Visitors Center. When would you anticipate that will be completed?

JHE: We're hoping to generate the majority of the funds this year. We have had some wonderful gifts from ... I mentioned ... it will be about a \$1,500,000 from Jack Sweeney and Mark Rubin. And then Sue and Bill Johnson have given a wonderful gift, and they've supported this campus so beautifully through the years. The Goldware family has given a wonderful gift. We've been blessed with a number of families that have been so supportive. So that's made a big difference. We're a little over half way there. We have raised over three million.

Erickson: Um hmm. Why don't you talk a little about your philosophy of community and regional involvement?

JHE: I think it's absolutely critical for a campus that's in a community to be of the community and to reach out to that community. There is a sense of community here that we experienced in Peoria, Illinois. Both have been unique. That was a private university, Bradley, founded by a woman in 1897. And this university that was really founded by a group of community leaders. Riverside ... we know the quality and the inner qualities and beauty of Riverside. It's not considered a

JHE: glamour city as is a LaJolla or Santa Barbara or a Newport Beach or Irvine, but it's a quality city, and I think we have a responsibility to reach out and to thank the Judge Gabberts of the world for what they did to put us here. There are so many people who've had a profound impact on that, but when Judge Gabbert and John Babbage and Phil Boyd and Jim Wortz and so many people in the early ... you've interviewed some ... the early CUC leaders, and there's (pause)

Erickson: Sherm Babcock.

JHE: Sherm Babcock. Sherm Babcock epitomizes all the decency of our volunteer network. He is so humble and so gracious yet he has done so much. Those are the kind of people that we need to literally return the favor to—they put us here, and we can never lose sight of that.

Fortunately, we haven't, I feel. I hope future administrations will be as sensitive.

Erickson: Um hmm.

JHE: They'd better, because if they ever lose sight of that, they've lost the special partnership that exists in this community. As we develop research parks, as we develop a medical school—that medical school will result because Jane Carney and Vic Miceli and Jim Ward and Charlie will make it a reality. That's why it will exist.

Erickson: You mean law school.

JHE: Law school.

(laughter)

JHE: Yes, the medical school will exist because of our beautiful relationships with the hospital and the vision of a Tom Haider. But the quality and input from a Bob Jaspen and a Ken Cohen and a Norm Martin and a Jeff Winter and a Mark Williams —

JHE: those are the kind of partnerships that will make that a reality. So it's very important we maintain those.

Erickson: And how far reaching does this support go? I mean, you're into the desert areas ...

JHE: That's key for the future of this campus. I try in my limited way to criss cross the two county area.

Erickson: Temecula and ...

JHE: Temecula, San Bernardino, the desert communities—very, very important that we have friends in each of those. We have to identify with them. We're the only major University of California campus and truly major public university in the region, and we've got to take advantage of that and reach out in every way. We're very much in demand now—Cathedral City, Temecula, Palm Springs—they all want a branch satellite operation here, and we have a responsibility to meet them half way.

Erickson: Um hmm. When you are raising funds, how do you handle negative comments?

JHE: You know, I'm a pretty positive person, and I'm very persistent, kind of bull doggish. And I had two bull dogs as I was growing up. But I had a lot of tenacity. I make up for my limited capacity and abilities with a great persistence, and I try to turn negatives into positives, and I never accept no for an answer.

I think a donor or friend who says no to a particular request someday, if you treat that person right, will eventually contribute. And to the obstacles, to the nay sayers out there, that really doesn't bother me, because I think they'll eventually turn around. I recognize that we're not always the number one loyalty of people, but if we can move UCR up on their list from tenth to the fifth or tenth to second, they can still have their alma mater or their church or their social service agency, because I think there's enough wealth to go around.

Erickson: Could you look into the crystal ball to the next thirteen years at Riverside. How would you envision it?

JHE: You know, I really ... and I say this with a lot of thought ... I really believe we can be the next great university. Everyone of us vie to be the next Berkeley or UCLA in this system.

I think we have the potential to do that if we do things correctly, if we don't lose sight of the personal attention and the interaction with professors that brought us here. If we continue to attract the stature of faculty—that's a key, to attract people with wonderful credentials. I think that's very important.

And never lose sight of our external relationships. I think we can be the next UCLA or Berkeley. Some feel, and I would agree, San Diego is already there. We can be that campus if we're as careful in our appointments of faculty, that's a key.

If we continue to attract the quality students and prepare them for their professions and for graduate school. We're going to do great. I really believe that.

I think a key to that are the two professional schools—at least two. The Chancellor has been talking about two others—in environmental sciences and the family studies area. Those will be important. Professional schools add a dimension, and I think it is a critical dimension for our campus. From a standpoint of making this university more comprehensive and more prestigious, they are very important, just as our Schools of Engineering, Graduate School of Management and Education are now.

Erickson: Um hmm. Well, you are obviously a high-energy person. Do you take your work home at night?

JHE: I take my work home at night and weekends, and I have a wife who understands that. As we travel, as we do things, I usually take the work with me. As you know, you'll drive and I'll write sometime. And we try to incorporate that in our family, too. I

JHE: like to think that thanks to you, we've had a wonderful experience with our sons. I think they realize I work hard, but I don't think we've sacrificed in terms of taking away from them, because sometimes, frequently, we've been able to do all the things they want to do and still work on weekends and find that free time.

Erickson: And what is that free time? What occupies your time?

JHE: Well, I have a lot of energy. You know, my goal on a free day would be to go to the beach, the desert, the ocean ... and what did I forget—the mountains.

Erickson: The mountains. (laughter) Don't forget anything! I thought it might be nice for you to mention the Fulbright award. When did you receive that?

JHE: That was an incredible experience. I received it three years ago (1995) and again have this community to thank. The Fulbrights are very competitive, and a number of people in this community recommended me for the Fulbright. We happened to have ours at the International Centre for Higher Education Management at the University of Bath in England. It was a tremendous learning experience.

What was wonderful, we had the opportunity to visit throughout England and speak at other universities. It was obviously a thrill to lecture at Oxford and Cambridge. I thought I'd never have that experience in my life. And to advise people on their development programs.

CASE Europe, you'll recall, had organized a seminar for me where I spoke to all the directors of development throughout England—actually throughout Western Europe, and that was quite an experience.

Loved it, loved every moment of it. We met some wonderful people there, saw part of the world that we really enjoyed and respected, and the heritage of the people there. It was wonderful.

Erickson: Would you say that that revitalized you into coming back?

JHE: It really did. It did two things: it revitalized me about coming back, but I think it enabled you and I to talk about how we'd like to spend our futures and the types of things we would like to do. I think that probably brought us to the point in time where we are considering retiring from UCR—not retiring from a working environment.

But I think this university has been so good to us, and the community has been absolutely incredible. When I say community, I mean the broader region. We couldn't have it any better, may never have an opportunity like that again. But I thought it was time, after what will be fourteen years, to give somebody else an opportunity to have the wonderful experience we've had.

Erickson: Thank you. Is there anything else you'd like to talk about that we didn't bring up?

JHE: I think we've touched on everything. As I'm talking to you and looking at the photos around the room, the one area I've missed is agriculture ...

Erickson: Oh, yes.

JHE: and the agriculture heritage of this campus which put us on the map. Just a week ago, we honored a gentleman—a week ago today, I believe—Homer Chapman, who was celebrating his 100<sup>th</sup> birthday and starting his second century—two days into it.

But I see Al Boyce and Homer Chapman who came to the campus on the same day in October, 1927, and both served it for seventy years. They did so much to establish a tradition of excellence.

Our agricultural expertise is respected and renowned throughout the world. I think that was important and gave this campus a base that most campuses don't have when they start.

Erickson: Um hmm.

JHE: Riverside already had an excellence, a reputation of excellence and quality due to people like the Boyces, the Chapmans, the Zentmyers, the Moores, people who really have had an impact on the sciences and agriculture.

You tend to leave out people, and I probably have left out so many more, but a lot of legendary people in American agriculture started here. A young man named Dan Aldrich started here.

Erickson: Oh, that's right.

JHE: You know there are so many like that who started here and then went on to other universities. So that was an important part of the heritage.

That, and I can't say enough about the regional support the campus enjoys wherever you go. People embrace this campus, and that's an awesome responsibility for those of us who represent it to meet them halfway.

So I always feel an obligation, and I think each of us should that we're working for them, and that's important.

Erickson: Thank you very much for participating in this interview.

JHE: Enjoyed it.

Erickson: It was interesting, wasn't it?

(laughter)

JHE: It sure was.

END OF INTERVIEW

Text in *italics* has been edited by Vice Chancellor Erickson.