

**Transcription of an
Oral History Interview with
IVAN AND BIRK HINDERAKER**

June 5, 1998

This oral history interview is being conducted on Friday, June 5, 1998, with Chancellor Emeritus Ivan Hinderaker and his wife Evelyn Hinderaker, also known as Birk. We are at their home in Corona Del Mar. The Hinderakers were on the Riverside Campus from 1964 to 1979, when they retired. They are now in their eighties.

My name is Jan Erickson. I work in Chancellor Raymond L. Orbach's office. He is the eighth chief administrative officer of the Riverside campus.

Erickson: Chancellor Hinderaker, would you begin, please, by telling us where you were born and a little about your mother and father?

Hinderaker: I can do that. (laughter)

Erickson: Good.

Hinderaker: I can at least do that. I was born in Hendricks, Minnesota, population 750 at the time I was born in 1916, and it's still 750.

Erickson: Is that right?

Hinderaker: It's one of these little towns that isn't growing and the retired farmers come in and all the young people leave town. 1916 birth date, you can see, as a young person, I was involved in all the trials of the Depression.

Hinderaker: In fact, my father and his brother invested in land in the early 1920's. Before '29 there came the early 1920 crash, and my father spent all those years paying back. You know, they didn't do bankruptcy or anything like that in those days. I remember all those years we were paying back, and then lo and behold, the last payment was made, and he went out and bought a Buick Century!

Erickson: Well, he had to have something.

Hinderaker: It started all over again so that's made me a very conservative type of person.

Erickson: Absolutely.

Hinderaker: Anyway, my father was Superintendent of Schools in this little town, and my mother was what you would call homemaker, though she did play the organ and lead the choir in one of the Lutheran churches in town.

But it was great growing up in a small town because we would play football in the football season and basketball in the basketball season. And we had a lake, hockey on the lake and, you know, it was just ... I guess Mrs. Clinton's business about it "takes a village" to bring up a child or something like that, these small towns are really perfect setups for kids to grow up in. I went to school, do you want to know that?

Erickson: Yes.

Hinderaker: In high school and grade school with your father being superintendent in a small town like that, that puts a real heavy burden on you.

Erickson: You couldn't get by with much, could you?

Hinderaker: 'Cause he's the profs kid and furthermore the older guys would be smoking behind the barn or something, see me come along

Hinderaker: and say, "You're not going to tell you father?" and all that sort of stuff. Well I went through all that.

Then I went to college at St. Olaf from '34 to '38, and then from there I went to the University of Minnesota as a Research Assistant in the Public Administration Training Center and that's when I met my friend over here. (chuckle)

Erickson: How did you meet? Were you in class together?

Hinderaker: No, no, heavens no. She was a ... well I'll let you tell it honey. How'd it happen?

Birk: Well at the time I met him, it was in the fall of 1938, and I was a counselor in the dorm. I got my board and room as a counselor and I took care of the activities in the dorm, and I happened to be on the switchboard when he came along with his roommate. And I was engaged to somebody else who had graduated mid year and took a job with Kellogs in Battle Creek, Michigan, so I wasn't available to go out ... but you go on from there.

Hinderaker: I was walking over with my roommate, and there was this gal behind the counter with a wicked look in her eye.

Birk: Never had one since.

(laughter)

Hinderaker: Well, anyway ... and then ... (pause) In fact, the year after my public administration course in the year 1939-40, part of the program was to do a job internship, so my job internship was as a Research Assistant in the Minnesota League of Cities. You know, the agency that coordinates and gets information and that sort of thing for all the member cities in the state.

Erickson: I see.

Hinderaker: And in fact, it's sort of interesting ... To date things, my salary was \$1600 a year. That position had been vacated by Malcolm Moos who went to UCLA to become a beginning Ph.D. student. Mac was eventually President of the University of Minnesota and Ike's speech writer. (And that will fit in some other places here a little bit further). Well anyway, we got married.

Birk: That's a long time later—2-1/2 to 3 years.

Hinderaker: Well, that's right.

Birk: We double dated with my best friend.

I was true blue. We just double dated a lot.

Hinderaker: We double dated a lot because I had to be very careful because she was engaged to somebody else. We were just good friends, and it sort of geared up with my roommate also, and so on. But anyway, we did get married then on (pause)

Birk: Remember?

Hinderaker: June 7, 1941 ...

Birk: Coming up Sunday.

Hinderaker: and, believe it or not, we were married in the Director's apartment in Comstock Hall at the University of Minnesota.

Erickson: Oh.

Birk: I'd been a counselor for three years, and this was my home after I graduated. I was doing graduate work.

Hinderaker: And then for vital statistics. You asked about children. We have one son, Mark, 1946. He lives in Australia, and we have one grandson who also lives in Australia, and that's it.

Birk: His name is Blake.

Hinderaker: Yes, his name is Blake, and our son's name is Mark. That, I think, sort of covers the vital statistics. Does it?

Erickson: It sure does. What got you into the Legislature in Minnesota?

Hinderaker: That's a story that Birk's involved in, too.

Erickson: I'm sure she's a part of all this.

Hinderaker: Anyway, I was on this job in the League of Cities, and a student who was sort of my assistant there was talking about going home and running for the Legislature. His name was Mitchell Perrizo.

And so we got to thinking about it that way, and then I also thought about the relationship of being a member of the Legislature and going on and getting a degree in political science and teaching political science and working on some combination with a Ph.D., hopefully, and service in the Legislature.

So I thought about it, and then my girlfriend came along and said, since you're talking about it all the time, I dare you to do it. And so, I did it. Fair enough?

Birk: Yes, you were talking about it quite a bit and said you are going to do it henceforth, and I said why not now? And you felt you had to prove something.

Hinderaker: Well it was crazy. I'd been away from my home for ...

Birk: Six years.

Hinderaker: about six years, and there were seven candidates running, and Minnesota had a non-partisan legislature at that time. Seven people ran, and then the top two would run in the general election. Then one would win finally. Well, I miraculously became one of the top two, the incumbent and myself, and that was a woman, too. (chuckle)

Erickson: Oh, nice.

Hinderaker: Well, it's not great 'cause ... anyway.

Birk: Tell about how you quit your job and went back to your own county. And tell them how you campaigned.

Hinderaker: This was the year Wendell Wilkie ... the year Wendell Wilkie ran for President in 1940. Oh, I bought a 1930 Plymouth and in one of my ...

Birk: You named it Semper Fidelis.

Hinderaker: Always faithful, yes. One of my friends over in Lake Benton had a sound system that we hooked up on it. So on Saturday nights, I'd go to all these small towns and play some music and give a speech and that sort of thing.

Birk: On the street corner.

Erickson: Oh!

Birk: Imagine. This is Ivan! (chuckle)

Hinderaker: The kids would cluster around and stuff and ...

Birk: You made your pitch to the farmers.

Hinderaker: Well, in each town I found some kid and took him with me in my old 1930 Plymouth, and we went up and down every street, and he told me who lived there, what their names were and was there something special about them. You see, this was a little rural area, and you could do that.

Erickson: How smart.

Hinderaker: And so, I learned all this detail about the people in the towns, and then I got the similar kinds of maps for the farmers. It was sort of ridiculous for me who knew nothing about farming at

Hinderaker: all, going out talking to the people in the field and that sort of thing. Well anyway,

Jim: Were you the youngest candidate?

Hinderaker: Huh?

Erickson: Were you the youngest?

Hinderaker: No, I was the youngest candidate in my race, though. Mitch, the fellow I just mentioned, was 23 and I was 24 when we were elected. But it was crazy 'cause we didn't have any money or anything.

But again, the fact that it was a non partisan system. Now by the way, Chuck Adrian has written a definitive article on how Minnesota got to be a non partisan legislature back in the early days. And then in the Legislature, you did have caucuses. You had a so-called farmer/labor caucus and so-called Republican caucus or conservative caucus, and I organized with the so-called conservative caucus. Stassen was Governor.

Birk: You know it was his first year.

Hinderaker: Yes, that's right. No, I think he came in '38. And Stassen was a very good Governor. You know, you can't think of him in terms other than running for President.

Birk: He was in his 30's, too.

Hinderaker: He was very young,

Birk: Yes, I thought he was 33 or something.

Hinderaker: But he'd never make it as President because he was too liberal for coming up through the regular organization and that sort of set the tone for Minnesota, so-called almost non partisan politics. And then there was a perfect transition to California and Earl Warren and cross-filing politics here in California. So

Hinderaker: I guess that's a long answer to what prompted me to seek political office.

What did I gain? I think it was a great assistance to me teaching Legislatures, Political Parties, and American Government. Now, I wasn't in the Legislature very long. The Legislature in Minnesota at that time met for three months every two years.

Erickson: Is that all?

Hinderaker: That's all—three months every two years, and then right after the session, I went back to the University of Minnesota Ph.D. program. So I was there until Pearl Harbor, which was December 7, 1941.

You asked the question what prompted me to leave the Legislature? The answer was really Pearl Harbor. I resigned from the Legislature—we didn't have any money or anything—and went to Washington and took a job in the Bureau of the Budget for a year to get a little money and then went in the Air Force ... (pause) what in January of '40?

Birk: You enlisted in September of '41. No, no wait, '42.

Hinderaker: '42.

Birk: You might tell, Ivan ...

Hinderaker: Go ahead.

Birk: the day Pearl Harbor happened. We were in exam week at Minnesota ...

Hinderaker: We were in exam week and ...

Birk: and we rented this little apartment, basement apartment ...

Hinderaker: \$67 a month.

Birk: He was earning \$67, we were paying \$35 for rent.

Hinderaker: Oh, that's it, yes. (chuckle)

Birk: And this was a little apartment with one room with a Murphy bed and doors that opened up where the kitchen was about three feet wide.

There was a bathroom, and I was studying in the bathroom with a hamper for a desk, and he was in the other room studying. Somebody came down the hall (mostly students were living there) and said to get on the radio—and that was Pearl Harbor happening.

So the next morning, Monday, exams were to begin, and the whole campus was demoralized. Young men were enlisting right and left, and some exams were cancelled.

Ivan hadn't finished his M.A. thesis yet, so he quickly worked on it night and day and delivered it to his professors at midnight one night and left the next day for Washington, DC. Wasn't it something like that?

Hinderaker: Yep. It was my M.A. thesis.

Erickson: Gosh.

Birk: Yes, your M.A. thesis.

Hinderaker: Well anyway, that experience worked out very well. You know, you talk about who were some of the members of the Legislature, and I guess there's only one that would have some recognition nationally and that was George McKinnen who became one of the Appeals Judges in the District of Columbia later on, but other than that the members of Legislature have all pretty much faded into the obscurity of their home districts.

Jim: What about the legendary ones, Humphrey, Mondale?

Birk: That's later.

Hinderaker: No, no, take Hubert. Hubert was the Director of the State WPA Education Project. And, in the fall after the session, I was in Ben Lippincott's Political Theory Seminar.

Hubert and Ben were good friends, and it would start at 3:00 and Hubert, who was just sitting in on it would roll in at 4:00 and take over. He could talk Plato and Aristotle as well as streets and sewers.

And then also, Hubert's public affairs assistant, or whatever you call him ... I had met Art Naftalin on a street car one day, and it turned out we got acquainted.

I was a Republican and Arthur was Hubert's friend, but anyway Arthur always thought I had hope, or he had hope in me. In fact, the night that Hubert broke with the most left-wing element of Minneapolis politics, Art invited me down to hear Hubert's speech. Hubert rolled in at 11:00 o'clock. You know, he's always late, and he talked till 12:00 and so on and so forth.

It's sort of interesting, Stahrl Edmunds was also a member of the ADA Board along with Naftalin. Naftalin later became Mayor of Minneapolis and is still a good friend.

Birk: Ivan, do you want to say anything about the left-wing element in that time of Minnesota?

Hinderaker: Yes, the ...

Birk: Because of the Depression.

Hinderaker: The left-wing element up in the Iron Range, where Birk came from. You know, there were members of the Communist party on the Iron Range then.

Birk: That's when you said he broke with that, you said.

Hinderaker: Yes, it's sort of interesting. You know Freeman, Secretary of Agriculture? Orville?

Jim: Yes.

Hinderaker: He married Jane Shields, and Jane Shields's father was one of these far-left members of the Minnesota DFL.

Birk: DFL meaning Democratic Farmer Labor Party.

Hinderaker: And there was, you know, the Depression and so on, it was very difficult, also very difficult for political candidates at that time, because if you had the extreme left ... say for a Democrat, the extreme left pulling and then the moderates and so forth, where do you go?

Well anyway, it was a great experience, and I did learn about South American politics from the emotionalism of the Iron Range legislators in the Legislature.

US Steel paid about 98% of the taxes up in the Iron Range, where Birk lived, and the issues of every legislative session were "What shall be the limits that shall be imposed on the right of the agencies to tax US Steel?" and then "What should the tax be?" The night that these things would come up at the Legislature and the legislators from up at the Range, their faces would go white and pretty soon there would be screaming and emotionalism all over the place, and that's where I learned about South America.

Birk: Didn't they have to cover the clock because they didn't close it?

Hinderaker: Oh yes. That was always true.

Erickson: You mean close the session?

Hinderaker: Well anyway, it was a very worthwhile experience.

Erickson: When did you get to California, Ivan?

Hinderaker: That's a very simple story.

Birk: You had two years of war first.

Hinderaker: Yes, we had two years in the Air Force.

Birk: Three years, in fact.

Hinderaker: Birk—I always sort of envisioned her thinking about where she'd like to live and so on with a rose in her teeth. If it could be Hawaii or that sort of thing ...

Birk: Bare feet.

Hinderaker: Yes. (laughter)

Birk: I didn't think you thought about me though.

Hinderaker: Oh yes, well anyway though, California had that sort of romance.

Birk: No, but you might say that you were discharged in Sacramento. That was our first time in California.

Hinderaker: Yes, I was going to get to that.

Birk: Oh, you were? Ok. We were quite impressed with California.

Hinderaker: I did take my discharge at McClellan Field in Sacramento.

Birk: You were probably the only one in 200 pilots who did not go into the Reserves.

Hinderaker: Yes, that's right—I was sick of it! Well, anyway, we went and spent about three days in the Stanford/Bay area and then about three days in LA. In fact, I actually filled out papers to go to graduate work at Stanford.

And then the problem was, I would have to take both French and German, you know, and I had already passed German at the University of Minnesota, and I didn't remember any of it. So that made it mandatory to go back to Minnesota.

Hinderaker: Well, after two years in 1948, the chairman of my committee at Minnesota asked where I wanted him to write to recommend me and so on, and I said the University of New Mexico, because we had been stationed in Albuquerque and liked it and UCLA and Stanford. Well, fortunately, it turned out that New Mexico didn't have any positions and UCLA did come through.

Birk: Stanford did too.

Hinderaker: Well, I haven't gotten there yet.

Birk: Oh.

Hinderaker: UCLA did come through and at about \$4200 or something like that—not much. And then just about ... I had to let UCLA know by a certain date and Bob Walker who was Chairman at Stanford, called me up and made a Stanford offer. But all my advice from Minnesota was UCLA, and I've never regretted that—the UCLA experience was a great one.

Erickson: And how long was that?

Hinderaker: Well—14 years at the Department of Political Science, and again my courses were Legislatures and Political Parties and American Government. My last two years were chairman of the department. Now I had come back from Washington—I was in Washington in '59-'60 when I was Fred Seaton's speech writer, Secretary of Interior.

Erickson: Tell us about that Ivan—that experience.

Hinderaker: That was a great experience, because he was a newspaper man in Hastings, Nebraska. On a speech I would go to whatever was the right Bureau of the Department of Interior and get the basic stuff from it, and then do the draft, and then sit down with him and go through it. It was a great, great experience.

Jim: Was he Eisenhower's Secretary of Interior?

Hinderaker: He was yes, sure. Yes he was.

Birk: Ivan, tell them what the speeches were about mainly.

Hinderaker: Well, the speeches were about, you know, the National Park Service or the Bureau of Land Management or this sort of thing, and Seaton loved to go out and give speeches ...

Birk: Outside of Washington.

Hinderaker: outside of Washington. We even did a speech dedicating an American Friendship Highway in Cambodia.

(laughter)

Erickson: Oh, my goodness. Did you get to travel with him?

Hinderaker: Yes, sometimes, like the commencement speech up at the University of Maryland and things like that. Well, to go back, I mentioned that Malcolm Moos had preceded me in the Minnesota League of Cities.

It turned out that Malcolm Moos was Ike's speechwriter, and Mac was the one that called me up wondering whether I'd like to do the Seaton thing while the regular staff member was on a leave of absence. And so that's how that all came about.

Now I assume that Mac had been reading the kinds of articles I had been writing in the LA Times. Also, I'll bring up another thing now that keys into Peltason. I organized an Editorial Board for something that was called American Government Annual. I think it was in the late 1950's, and I asked Jack Peltason at Illinois, who along with Jim Burns was author of the hottest American Government textbook at the time, and then Earl Latham at Amherst (who I had known at Minnesota too). We three were the Editorial Board, and we also wrote articles.

Jack would do one on the judiciary and courts. Mine was always on Congress and the President and relations with

Hinderaker: Congress and so on. Mac Moos had read those kinds of articles, too. Also, my book on Party Politics. That's all he had to go on.

Well anyway, I was department chairman then from '60-'62, and the most important job as department chairman was recruiting faculty, and it just so happened that we had nine positions available for filling right then with three more to come on the line later.

Four of the nine that I recruited were Hans Baerwald, Bernstein, Rappaport and Syl Whitaker. All of them were professors that stayed on basically teaching, and very excellent.

And then the other five were Howie Swearer, who eventually went on to become President of Carlton and then Brown, Bill Gerberding, who is just retired as President of the University of Washington and Malcolm Kerr, who was assassinated as President of American University in Beirut.

Jim: Kerr is the basketball player's father.

Hinderaker: That's right, yes—Steve Kerr's father. And Dick Longaker, who retired as Provost of Johns Hopkins, and then the fifth one of that group was Chuck Young. Chuck had been up at the UC President's Office working with Dean McHenry on developing the Master Plan.

Erickson: Oh.

Hinderaker: And then Franklin Murphy invited Chuck down to be an Assistant in the Business Office at UCLA. Franklin wanted Chuck to have an academic appointment. So my job as chairman was to get Chuck appointed half time as a member of the Political Science Department.

In fact, Chuck had first come to my attention in about 1955 or so. Gordon Watkins was Director of the Haynes Foundation Research Program in LA, and he had a group of social scientists together one time to evaluate what they were doing.

Hinderaker: After the meeting he called me aside and said, “Does UCLA ever take a person with just a B.A. degree as a teaching assistant or does he have to have a MA?” and I said, “Sure, if they’re good enough.” And Gordon said “He is! I’ll send him over.” A couple of days later Chuck was in the window at the Poli-Sci Department, and so that’s how Chuck transitioned from UC Riverside to UCLA. Then you see, he got his Ph.D.

Erickson: At UCLA?

Birk: Do you want to tell a little aside about the night before ...

Hinderaker: You mean, you’re looking at the statue?

Birk: Yes.

Hinderaker: Go ahead.

Birk: He (*Chuck Young*) and Mark Ferber.

Hinderaker: Do you see that statue standing out there (*outside on the patio*)?

Birk: I think they can’t quite see it, the white ... the statue ...

Hinderaker: Yes.

Birk: I call him Don Quixote. Anyway, Mark Ferber and Chuck were leaving the next morning. They both had congressional fellowships for the year.

Hinderaker: The only time two people from one institution had APSA Congressional Fellowships.

Birk: They had invited us to dinner—they had a little rented house, and they had this statue in the entry way, and I’ll have to tell you about the statue. They were graduate students and they were very good friends, and they were going behind the Art School at UCLA, and they found this in a dumpster. They

Birk: picked it up. They decided they wanted it. It was being thrown out. So they had this in their little foyer as you come in, and I said, “What are you going to do with it?” And they said, “Well, we don’t know.” So I said, “I’ll take it.” So I’ve had it since ... was that 1950 ish?

Hinderaker: That would have been about 1958-‘59 somewhere in there.

Birk: Anyway, for awhile it laid down on its side. It was pretty crushed. It’s just Plaster of Paris with some wire in it and stuff. Finally, I think about three or four years ago, we resurrected it and put it in a pail of cement. It needs another Plaster of Paris coating now.

Erickson: He found his home.

Birk: Yes.

Hinderaker: Mark Ferber was a University of California Advocate in Washington, D.C. for quite some years. Chuck and ... It was interesting, the two of them ... Chuck was a very disciplined guy, and he came back from Washington with his Ph.D. thesis ready to be examined.

Mark Ferber loved to engage in Washington and so on. He was a close friend with Dick Bolling and Lindsey of New York, and they’d talk all day and night and stuff. It took him quite awhile to get his thesis!

Birk: Did he?

Hinderaker: Oh yes, he did—he eventually did get it. Well anyway, 14 years in the Department of Political Science at UCLA. And then, what you’re really asking me is to speculate on the reasons—How come I came from UCLA to UCI?

Erickson: Correct.

Hinderaker: Okay now, I think the most important reason was the people that I had been involved in recruiting as chairman of the

Hinderaker: department. I think another, as one who hires people and so forth, you think of the kinds of reasons. I think another reason was these LA Times articles over about 3 or 4 years. Because ...

Erickson: How did that come to happen?

Hinderaker: Well, it just came to happen because the head of the editorial section of the LA Times, I think, had gone to Bob Neuman first and invited some articles and then through that we got acquainted and ...

Birk: Let's be honest and say we needed the money.

Hinderaker: Oh, God, we really needed the money, needed the money, yes.

Birk: What'd they pay, about \$50?

Hinderaker: I forget what it was a column an inch.

Birk: Well, I meant for the whole thing.

Hinderaker: So anyway, the kinds of topics, the line between presidential policy and civil service, congressional, congressman's power, amount of tax, what's at issue, all those kinds of things.

Erickson: Now did you choose the topic?

Hinderaker: Oh yes.

Erickson: Just whatever you wanted to write?

Hinderaker: Whatever I wanted to write about ...

Birk: And they accepted it.

Hinderaker: and they either accepted it or, occasionally, rejected it, too.

Erickson: For what reason—do you remember?

Hinderaker: Well, maybe (pause)

Birk: Political.

Hinderaker: Well, more often than not, it would be something that probably wasn't quite timely. In fact, you say political, Birk. I have one little quote here that I want to put in here. This is a paragraph from Bob Kirsch's, of the LA Times review of my book Party Politics. And he says, "Mr. Hinderaker is that scholar who is equally at home in the rarified strategy of political theory and in the down to earth rough and tumble arena of practical politics, and he is able to write without compromising the factual integrity of his material as those who have read his articles on these pages can attest."

Now that's just the kind of line ... I was so glad he recognized that. Because as a political scientist, that kind of thing is really important. So I'd say, another reason then was I had some notoriety in relation to this.

Birk: But also, Ivan, Dean McHenry.

Hinderaker: I'm coming to Dean.

Birk: Ok.

Hinderaker: Dean McHenry just died, you know about—he was Chancellor Emeritus at Santa Cruz. Ok, Dean was a member of the department when I was there ...

Birk: At UCLA.

Hinderaker: and a very friendly, helpful guy. Anyway, just after I had come Laughlin Waters, who was Chairman of the Elections and Reapportionment Committee of the Assembly, came to Dean and said, you know, "Is anybody out there that I might ask to be consultant for my committee?" And McHenry, a Democrat, gave Waters, a Republican, a recommendation of Hinderaker, a non-partisan ~~delegate~~ *ex-legislator* from Minnesota.

Hinderaker: So I was a consultant to Waters' committee, and it was a fabulous experience. Take for LA County, for example, the whole assembly delegation. You know, Waters had a big map table in his office downtown, and Birk and some other peons that we engaged did political maps, you know the different colors of ... this was Democratic or this Republican and so on and so forth. So we had all these maps.

Birk: Yes, this is on reapportionment.

Hinderaker: This is on reapportionment, all these maps. So Loc would bring all these legislators in groups of four and five that had adjacent districts and say, "Ok, you guys look at this now, and then I'll bring you in individually, one on one, and then I want you to say what you want and if I agree with it, fine. If I don't agree with it, I will make the decision."

Well here is an assistant professor sitting in on the ultimate privacy, you know, of a legislator. If there's anything more private than his district lines and the factors that go into it and so forth, you don't know about it. So I got to know all of the delegation of LA County.

And then Loc sent me up to San Francisco to get the San Francisco districts, and the young attorney who hand carried and handed to me the San Francisco districts was none other than Cap Weinberger. (chuckle) So we knew each other well for a long period of time.

Well anyway, for any kind of an administrative job, I'd say, in the university, these kinds of contacts in the Legislature were important then, and later they became much more important, particularly in relation to early UCR. But now I don't know anybody anymore.

In fact, it was so nice back in those early days where the partisanship wasn't what it is now and I remember Loc Waters, who was a Republican, a Warren Republican; Tom Caldecott from Berkeley, who was a Warren Republican; and Ralph

Hinderaker: Brown from the Central Valley, a Democrat (the Brown Act), and so on.

These three guys were the closest of friends. Now can you imagine that kind of thing happening today? It would just be impossible. Well, so, what I really said then is that if I was speculating about why the move from UCLA and why Aldrich really came to me ... you know, he had an appointment ...

Erickson: Did you know Dan Aldrich then?

Hinderaker: No, I really didn't know him before. So in other words, these kinds of factors, and let's face it—I'm sure it was Dean McHenry, who was a close friend to Clark Kerr and Clark Kerr telling Dan, "Ok, now I would hope that you would have Ivan be the Vice Chancellor for Academic Affairs." And so that's how it came about.

Birk: Those were the days before the search. There were no committees.

Erickson: But what an opportunity—to go to a brand new campus.

Birk: Well, that was the come-on.

Hinderaker: Yes, (pause) and let's see now ...I'm trying to ... What was UCI like? Ok. One question you ask here is: What challenges did you face? And I'd say it was easy.

Birk: May I interject?

Hinderaker: Go ahead.

Birk: We had already bought this house in 1960.

Hinderaker: Oh yes, we had this.

Birk: And whether that had any influence with Dean McHenry, that we already had a house here, but we were at UCLA...

Erickson: It may have.

Birk: It may have.

Hinderaker: You don't know that. Ok now, what challenges and what were the opportunities in forming a new campus? I'll always remember a prominent faculty member at the University of Michigan who was out at the ... this was before the Irvine campus was built ... and the building was across the marsh over in the corporation yard now, and he looked over here and thought to himself, "My God, what a fantastic thing." You know, looking 50 to 100 years down the road. And, I think we all sort of felt that.

Now, Aldrich came to me and I really didn't know him very well at all before and ... anyway, it did work out. I called Birk and said are you interested? Your answer was ...

Birk: I said, "When?"

(laughter)

Hinderaker: Not that we didn't like UCLA. But the University was in a tremendous expansionary period. San Diego came on line in 1964. Irvine and Santa Cruz came on line in 1965, and—what was it like? No students.

Erickson: And when did you actually start this pre-planning?

Hinderaker: Oh, here?

Erickson: For Irvine?

Hinderaker: Well, I didn't get involved until the summer of '62. Aldrich had been appointed in January of '62.

Birk: You weren't the first employee, but—

Hinderaker: L. E. Cox, Vice Chancellor of Business and Finance was the first one. He was appointed before Aldrich. But see, we had no students, no faculty.

Birk: Halcyon days.

Hinderaker: Furthermore, all the new campuses at that time were allowed to recruit a balanced faculty. Riverside, on the other hand, when it started, it recruited all instructors and beginning assistant professors. They were all just starting out and the university decided that was not the best way to do it. We were recruiting a balanced faculty.

End of Side A, Tape 1

Hinderaker: And at Irvine, the general campus mission was completely clear, there was no question. Irvine started out to do what it was supposed to do under the Master Plan.

Riverside started out to be a small liberal arts college, and then you had all the great pain and stuff that was involved in the transition with many of the people not wanting, you see, to transition to the general campus.

Now, our sales pitch at Irvine was, "We're part of the University of California." That has tremendous meaning all over the state, and secondly we are located in Newport Beach.

(laughter)

Birk: But then, tell them what your job as Vice Chancellor was.

Hinderaker: We were located in Newport Beach. Now my job, aside from the academic plan, was recruiting deans, and where we didn't have the deans, it was recruiting the department chairmen.

Hinderaker: In other words that's where we said, "Look, we're part of the University of California and we're located in Newport Beach."

And I got a company in Orange County that did brochures and so on to do a brochure of the Irvine campus with a picture on the front with the ocean and all this sort of stuff ...

Birk: Sailboats.

Hinderaker: ... in the inside and so forth and so on, and we sent that all over, and it just opened the door wherever you went. Now, in recruiting, my technique was to use the University of California. I had been to All University Faculty Conferences and knew quite a few people on other campuses and so on.

So take for example—I'll take a really good example—take Sherry Rowland who just won the Nobel prize a year ago. It turned out that the Dean of Physical Sciences—we were trying to get a friend of Aldrich's from Berkeley, Pimentell, a chemist, to be Dean of Physical Sciences and he was stalling us, and so then I had to go out and recruit the chairmen of chemistry, physics and math.

Well, as an example on chemistry, I called Bill Libby at UCLA, and he's the one that told me about Sherry Rowland. I talked to somebody at San Diego, talked to somebody at Berkeley, developed a list of three or four people that not only had great scholarly records but also would be interested in being a department chairman and developing it. And then with the list of three or four, I would take a trip around the country and visit all of them. Like Sherry. I met him in the airport at Kansas City. He was from Kansas State, and so that's how that procedure worked out. We did this with all of them.

Now we had a Faculty Advisory Committee which John Galbraith at UCLA was the Chairman, and Bob Gleckner, from Riverside, was one of them—one from each campus of the University. All the appointments that we ginned up needed to go through the Faculty Advisory Committee, so they've got to say is it up to our standards, before it went up to President Kerr.

Hinderaker: Let's see now, you wanted to know about Peltason.

Erickson: Yes ...

Hinderaker: That sort of fits right here.

Erickson: the future President of the University.

Birk: A good recruiter. (chuckle)

Erickson: Uh huh.

Hinderaker: Well, anyway, a little while ago I mentioned that Jack Peltason and Earl Latham and I had been the editors of the American Government Annual, and we put out issues in '58, '59, '60, '61 and '62 and also different ones editing and writing these articles.

Well, I'd known Jack from that, but I didn't think of Jack for recruiting of Dean of Social Sciences for Irvine, because he was Dean of Letters and Sciences at a major university, Illinois—Champaign, Urbana.

I didn't even bother to call Jack, but I called Austin Ranney, who was a political scientist also who had grown up in Corona over here.

The Ranney family had a place about a block from the pier down here on the Peninsula, and we had been up on one occasion, social occasion there, so I knew about it and I thought, well maybe Austin is interested in coming back to California as an administrator to be a Dean of Social Sciences. So I called him and he said, no, he wasn't interested in coming back.

Later he did come back as chairman at Berkeley, but he wasn't interested in coming back then. But he said, "Let me tell you a story." He said one, whatever New Years Day it was, he said the Peltasons were friends at Illinois. Peltasons and Ranneys.

Hinderaker: Very close, and he said the Peltasons and Ranneys were celebrating New Years Day at the Ranney cottage down here. They decided to play a game after the football game, and they were drinking beer and stuff, and they decided they'd build the ideal university in the world. They'd recruit faculty from Yale and Harvard, and so they worked on this thing. Then finally they said, "Where shall this ideal university of the world be? Newport Beach!"

Then he said, "Jack once told me that he might move from Illinois to the University of California." And, so I called Jack right away, and two days later I was back in Champaign, Urbana, and that was all—it was on the track.

There was just one problem. How could his friends back in Illinois understand that he was being recruited as Dean of Social Sciences, which would be a step down from Dean of L&S at the big University of Illinois? Well, I go to Aldrich and say we can fix that. Let's forget about Dean of Social Sciences. Let's invite Jack as Dean of College of Letters and Sciences, which we really hadn't planned to have. And so that's the way Jack was recruited. When I brought him in.....

Birk: No, wait Ivan. May I interject here?

Hinderaker: Go ahead.

Birk: Before he made ... Before Jack agreed to come, we sent him postcards every day ...

Hinderaker: Oh, I forgot that. Now go ahead.

Birk: of sailboats on the Bay ... Sunsets on the Bay.

Hinderaker: Every day for a week.

Birk: We wooed him.

Erickson: Yes.

(laughter)

Hinderaker: Yes, ok, Birk, and then also related to this ... When I brought Peltason in for Dan Aldrich for the first time ... and afterwards Aldrich wanted to know, is the Vice Chancellor of Academic Affairs leading him astray with this recommendation? So Aldrich called a friend of his from back at Illinois....

Birk: Tell that story.

Hinderaker: Well, Peltason a pretty shiny suit on and, you know, Jack compared to Aldrich.

Birk: There were wrinkles.

Hinderaker: You know Jack compared to Aldrich. Aldrich looks like General Abrams.

(laughter)

Hinderaker: That's right. Well okay, and then that's set up. So anyway, Aldrich calls his friend back at Illinois to check up on the recommendation of Peltason. And the guy back at Illinois says, "Oh, the Boy Wonder!" Yes, that did that. Well, anyway, I guess that's about the end of the Peltason story.

Birk: And he did well.

(laughter)

Birk: What did they say about Hawaii? The missionaries came to do good and they did well?

Erickson: So let's get to UCR and the selection for you as the Chancellor of UCR.

Hinderaker: Ok.

Birk: You might say there was no search committee.

Hinderaker: Well, that's right—there was no search process in the traditional sense you'd expect today. The Irvine dedication was supposed to take place on June 20, 1964. President Johnson was coming, and it was a big deal.

Birk: Helicopter.

Hinderaker: Aldrich had originally said on the program that as people were coming to their seats on a graded dirt site up where the administration building is now, that we'd have band music. You know, that would be logical.

Well, a couple of days before the dedication, Dan said, "Look, we've had to cancel the band, and would you take the podium and just informally talk about the people we've recruited and academic plans?" So, innocently (as I was), I did it.

And the next part of the story is that at eight o'clock the next morning in my office, Harry Wellman came in without any preliminaries or anything and said, "Clark and I want you to go to Riverside as Chancellor." It was a complete surprise!

And I had assumed that ... In fact, the weekend of the dedication, somebody from back east was here, and I thought they were trying to get this man as Chancellor of Riverside and maybe that that had fallen through and that had surprised me. But anyway all of the rumors of this thing had never included me at all.

Now, friends of mine wondered how I could leave UC Irvine with the bright prospects and so on for Riverside with its many problems.

Erickson: And what did you know about Riverside when you were at Irvine?

Hinderaker: Well, occasionally Dan and I went over, and I went over occasionally. But in general, Riverside was sort of regarded in the University of California as something not "with it," and we will get to that at a later point and time, the kinds of problems

Hinderaker: that had been created by a lot of decisions that had been made along the way.

But anyway, I do want to mention that roughly—why I did go. Ok, it was a part of the University of California. I just kept the great seal of the university polished and clutched it tightly to my breast at all times.

(chuckle)

And I was being asked by the President and the Board of Regents, and I hadn't applied for the job.

Ok. Getting UCR well established on a track consistent with the Master Plan was one of the critically important things for the university to do. That was a feeling expressed by the President, but rather generally throughout all of the campuses of the university. And, I just found it difficult to resist that challenge.

My experiences as administrator, as chairman of the department at UCLA and Vice Chancellor here led me to feel that I might be able to handle what was then regarded as a very difficult problem. I liked administration, so I had to give it a try.

And furthermore, my leaving was not creating a problem, because Peltason had been recruited as a Dean. In fact, Jack called me up after he and the family got here after driving across the country and he says, "I'm here." And I said, "Jack, there's something you need to know, and that is that I'm going to Riverside." Then he said, "Who's taking your place?" and I said, "Aldrich has already made that decision. You are."

(laughter)

Birk: And tell what he said to Susie, his wife.

Hinderaker: Well, briefly, quick promotion.

Birk: He said, “I came as a Dean and I arrived, and already I’m Vice Chancellor!”

Hinderaker: In fact, he told me that his friends back in Illinois figured it must have been a setup from the start—that Ivan was going to be going and there was going to be a vacant position, and he would be appointed to it.

Erickson: How long did it take you with all those considerations to decide that you would come to Riverside?

Birk: Ten minutes.

Hinderaker: Well, I guess you’re right Birk. It was a real challenge, and I sort of like challenges.

Birk: Also I think you thought you’d done the thing you wanted to do at UCI.

Hinderaker: That’s true. In other words, at UCI the recruiting of the main core people had been accomplished. They were good people and let’s face it, Peltason, with his experience—you couldn’t have had a better guy to coordinate this working together, and so forth. No, I felt good about that, and I also felt again that it was worth the challenge.

Birk: I think you also felt that, for you that was the fun part, and subsequently you would have to get into more of the academic programming.

Hinderaker: Well.

Birk: Isn’t that right? Isn’t that true?

Hinderaker: Well, it was just a different job.

Erickson: How did you feel about the move, Birk?

Birk: Should I tell them—I cheered for him, because I knew he’d do a great job, and I cried for me.

Erickson: Because?

Birk: Well, I loved my life as it was. And Mark, at that point, was going to college—starting out, and I would be free to do my thing, whatever that was going to be. But, I guess that’s the truth of it.

Hinderaker: Yes, ok. But anyway ... we went.

(laughter)

Birk: I came dragging my feet! Also, when he was appointed, we spent that summer in Hawaii. Remember, we babysat. We met Mrs. Spieth, you know. Spieth had been the Chancellor, and they were in Hawaii at the same time, because he was doing research there. And she had a couple of lunches with me to tell me what the job was like.

She was a very organized person. She had files and files and what she wore, what they ate, how many came, who they were ... and I thought, “Oh, I can’t do it that way.” That scared me, so the other foot started dragging. Anyway, I went.

Hinderaker: You remind me, we went to Hawaii, of a story we were just talking about at Irvine. In other words, no faculty to plan when we were in Hawaii in the summer. We used to go down to Honama Bay and Birk and Mark and myself, and Don Lindsley was Chairman of Psychology at UCLA, and his wife used to go there. And then, you know, Edward Teller and his wife, Mitzi, would be there, too, and here were the three of us sitting down.

Birk: And his two children.

Hinderaker: And his children, yes. Anyway, Don Lindsley, Chairman of Psychology at UCLA, was always talking about the battle in psychology between the experimental people and the social psych people and so on.

Hinderaker: So at Irvine, we had to have an academic plan, and the campus was ready to go in with the physical development plan and Clark Kerr said, “Look, I can’t take the physical development plan, the buildings and stuff, until you get an academic plan.” So I was delegated over a long holiday weekend in the old Irvine ranch house to do the first draft of the academic plan.

Birk: Up in the bedroom.

Hinderaker: Well, anyhow, when I got to psychology, just to show how the world was then ... I remembered those visits with Don Lindsley in Hawaii, and so not really knowing enough about it, I split the two wings of psychology—social psychology over in social sciences and experimental psychology over here.

Then when I came in with the draft, Aldrich goes through it—the whole thing—he didn’t see anything wrong with that either, so we did it. And lo and behold that turned out to be one of the major things in helping Irvine, because one of Irvine’s strongest fields is neuropsychology and all of that kind of psych. Jim McGaugh was the head of it.

We lost a team of psychologists from Stanford because they wouldn’t come unless it was a traditional organization. And, thank God that Ed Steinhaus, the Dean, and Chancellor Aldrich stood fast on the other plan, ‘cause it’s really become one of the shining lights of the ... The Brain Institute on the campus.

Erickson: It’s a model.

Hinderaker: Well getting away from UCI now.

Erickson: Okay, well back to Riverside then, and you had spent the summer in Hawaii you said—tell us about the inauguration.

Hinderaker: Well, the inauguration was on May 21st, 1965. I came in the summer of 1964, and it was Charter Day, you know....

Erickson: Now, Charter Day is for the whole university?

Hinderaker: For the whole university, but here. There was a Regents meeting on campus. In fact, the morning session was in the Humanities Court—you know, that Humanities Court where there's that fountain, or there used to be a fountain there.

Erickson: Yes.

Hinderaker: Well anyway, they covered the fountain and made the stage and so the grandstand seating and so forth was all ... as you looked towards the Tower, the grandstand seating would be there. And the paper said there were about 3,000 there.

Birk: And the tower wasn't there.

Erickson: The Carillon Tower?

Hinderaker: Well no, the tower—they were building it. In fact, I remember, one of the things during the ceremony ... (chuckle)

I looked up at the tower and here was some kid sitting up juggling his feet over the tower—was just about at the top, but not quite—sitting on the edge juggling his feet, and we had to get the police to go over. I thought to myself—what if somebody falls off or something?

Erickson: Oh gosh.

Hinderaker: I gave a speech, of course, chiefly about the problem of transition from what Riverside once was to what Riverside needed to become under the university. The outside speaker was Meredith Wilson, President of the University of Minnesota, and then at the dinner that night Governor Pat Brown was the speaker. In fact, Lt. Governor (pause) oh, heavens ... Well, he also spoke in place of the Governor in the morning.

Erickson: We'll see if we can find his name and fill it in.

Hinderaker: Well I know him.

Birk: Glen Anderson?

Hinderaker: Yes, that's it—Anderson.

Birk: Glen?

Hinderaker: Glen. Anyway to go back to my experience with reapportionment.

Birk: He does need me!

(laughter)

Hinderaker: Lee Brode (later his wife) was the head of the League of Women Voters in West LA area, and she had designed a congressional district that was just right for Glen. She came up to Sacramento to present it, and Loc Waters had me to get the presentation of the district, and while she was doing it across the hall, Gus Hawkins, Assemblyman (later Congressman) and another Assemblyman, who later became a Judge (Rosenthal), they were really laughing, and you could hear all over 'cause they knew damned well that I didn't have any authority at all. So I knew a lot of these people through that kind of ...

Birk: She carved it up to help Glen.

Hinderaker: She carved it up to help Glen who, later, became an outstanding Congressman.

Birk: Probably where his house was or something.

(laughter)

Hinderaker: Well anyway, the inauguration. This was part of a Regents meeting. Now this Free Speech Movement ... I gave my first convocation talk to either students or faculty on September 29th and then the other one—the main convocation for either students or faculty was on the 1st of October.

Birk: Now was this outside or in the theater?

Hinderaker: I forget where they were. Anyway, it was right between those dates that Berkeley blew.

Erickson: This was '64?

Hinderaker: In '64. That was when the Free Speech Movement was organized, right in that period.

Birk: Mario Savio.

Hinderaker: Now, at the time of the Regents meeting in Riverside, the extremely controversial period, tremendous pressure on Kerr, tremendous pressure on the Chancellor at Berkeley (and Berkeley had handled it very badly). I don't think there is any question about that.

The Regents had appointed a committee known as the Meyer Committee to develop new rules of student conduct, so that was being debated and there was a lot of differences of opinion about that one. Then they'd also had a fellow by the name of Byrne from LA to report on the university's organization, and it was very critical of the way the university had dealt with the problem of organization. And then we had Kerr making plans for reorganization too. So all of this was the background setting for that particular meeting.

Erickson: Did you take extra precautions and did they bring in extra security and ?

Hinderaker: No.

Erickson: No?

Hinderaker: Because of what had been happening during that year.

Let me mention something else first here. We had a group of pickets in front of the Regents meeting and they were marching around. I think the Regents meeting was in what was the old Art Gallery in the Humanities building. And then, during the

Hinderaker: inauguration, which was outside and stuff, the students who were picketing all came and listened to the inauguration.

Then they resumed picketing again outside afterwards, and Chancellor Murphy, close to the edge, saw one of the picket signs saying "Support Your Local Chancellor," so Franklin got that one from the student. Vern Cheadle from Santa Barbara was right with Franklin and got one of the other ones and I said, "My God, I'm going to go, too." So I got us a sign which said something like, "The University Is Not A Sandbox."

You remember how the students at Berkeley were bitching about being in a playpen and all that sort of stuff. The university's not a playpen. So I'm carrying this.

Well, The Press-Enterprise. It really hit the papers, and The Press-Enterprise had the one of Murphy and Cheadle here in a big picture. Then down at the bottom of the caption to the picture it says, "and for what's up on page 1, see 1 ... and there they had me all alone carrying the sign, and we're all smiling and having a good time and so on and so forth.

That brings me to a quote from Bill Trombley who wrote the education articles for the LA Times about a week after the inauguration. He made the point that because of the things that had been done during the year that there was no bitterness ... there was a completely different climate with the students.

Erickson: You mean since you came.

Birk: Comparing it to Berkeley.

Hinderaker: Well no, comparing to Berkeley. I will not compare it to the climate before I got here.

Erickson: Ok.

Hinderaker: But at least I think it was better than that. But anyway, Bob Holcomb, the Student Body President ... well, here, I should ... I want to read you something. I told you that I wrote a

Hinderaker: Chancellor's column. Okay, now, and I did it regularly. My first Chancellor's column on September 14, 1964, included this:

“This campus should be a place never afraid of a steady flow of creative ideas, not only in matters academic, but also in ways of doing many other kinds of things on the campus. Without such ideas forward movement cannot begin. It should be a place of pressure with departments and other units constantly pressuring both sideways and up to accomplish objectives we regard as important. Without such pressures nothing was likely to happen even if ideas are good. It should be a place of challenge with everyone stirred up enough about life and things to try to achieve always a higher level of performance. Without that stirring up, we couldn't be a university worthy of the name, and in addition, we wouldn't have any fun.” Okay, that's my first column.

Two days later, Bob Holcomb, who wrote a column in the Highlander pledged, “the greatest possible effort toward working with the administration and faculty.”

He added, “Contrary to an opinion I once held, the natural divergence over issues between students and administration does not necessitate antagonism. The new administration has indicated the desire to listen to student recommendations and consider them on merit. Let me assure you that the Executive Council has the same view toward cooperation, recognizing that intelligent compromise can result in progress, but meek acquiesce will always end in mediocrity.”

Ok, that really set the tone, not only for this first year, but really in relations with students for all the years that I was a Chancellor.

Erickson: Yes.

Hinderaker: In that first year where the student attitude had really sort of been so negative—they were anti-fraternity, they were anti-athletics, they were, you know, this sort of thing.

Birk: They were anti.

Hinderaker: Then my problem was to somehow get this around to a positive attitude and way of pride about the campus instead of regarding it as the bastard of the university.

Hinderaker: And, during that first year, some students ginned up a fine arts workshop, which eventually had people doing potting and working all day or night ... Friday night cabarets, dances, a political union. In other words, we organized a political union where you get the debates about political subjects. KUCR, the radio station, started. We got an allowance for the tutorial system. We started language houses—French, German, Spanish. We had a student committee on undergraduate education and departmental student committees, and so forth. Eventually, fraternities in 1968 were validated. Athletic grants were validated in 1968.

Got the child care center. A group of women from the Women's Resource Center came in raising hell one morning. Really raising ... you know, their language was terrible. I had Bob Herschler with me for a chaperone.

(laughter)

Erickson: What was it that they wanted?

Hinderaker: They had a list of twelve things and I looked at it—there was the childcare center on there in the middle, and I said, “Bob, we don't have a childcare center do we?” So Herschler got appointed to see the childcare center on and that's how it worked.

Birk: It diffused everything.

Hinderaker: Yes, that's right. It worked out. Well anyway, that's the kind of year it was when Bill Trombley made his comment about the great spirit at the inauguration and outside among the students etc. and a lot of the Regents said it too. To really understand

Hinderaker: what had happened, you had to note that all this had happened.
(Pause)

Well, to top it off, Selma, Alabama. You remember when you couldn't register to vote? Blacks and so forth from Selma, Alabama. And when President Johnson was trying to decide what, if anything, we should do, and the university's regulations—the Kerr directives, in fact, said the university can't be involved in outside politics.

Well, Bob Holcomb came by the office late one afternoon and said, "I'm here to tell you that the council, tonight, will be calling President Johnson to do so and so in relation to Selma, Alabama." I said "Bob, you know that's a direct contradiction of the Kerr directive." And he said, "I know it." And I said, "The fact that you're here telling me that you're going to do this makes it absolutely essential that I go on this hard." (You know, I'll know about it ahead of time). He said, "I guess I understand that too."

Well, anyway, he went to council that night, and the council approved that resolution, so this was direct violation of Kerr directives with the university getting involved with the Leg Con getting involved.

So I'd never dare do this if it hadn't been my first year, and it probably wouldn't have worked out if it hadn't been for Bob Holcomb and the guys that were there then.

But anyway, I said, "Look, if the council doesn't rescind this action, which is contrary to Kerr directives, I will vacate the council for the rest of the year. I met with the council and all this sort of stuff. That led to five members of the council resigning but rest of them staying so that they'd carry on these projects that they were working on. Bob Holcomb resigned, Joel Blain—you know Joel?"

Erickson: Sure.

Hinderaker: Joel is one of the five who resigned.

Erickson: He resigned?

Hinderaker: Yes, he was one of the five who resigned. Anyway, Bob ... you know this was background, again, to what happened at the inauguration on Charter Day because here is the student body president who had resigned and so forth and still it was not bitterness.

It just happened that when Bob graduated, we awarded him the Watkins Award for the year at Commencement for Outstanding Male Student and gave him a plaque. He called me the next and said, "Hey, you know the plaque that you gave me?" and he says, "The word achievement was spelled wrong."

(laughter)

Hinderaker: And I said, "God, I'll fix it!" And he said, "No, I'll prize it this way." I'm in touch with Bob, and he's a great guy.

Well anyway, let's see now. This student reaction was a positive reaction, and I think that's true, even through the different kinds of troubles at a later point and time.

Okay, the second main goal. If we were to be a worthwhile general campus, some means had to be found to integrate agriculture with the mainstream of ... certainly the College of Letters and Sciences, but the mainstream of academic life. There was, well ... the College of Letters and Sciences was very elitist. They were going to be the best damned small undergraduate college in the public university, and they were out to do that. Well, that didn't have room for something as low on the academic pole as agriculture, you know.

Erickson: But they had been so strong, they had been the dominant force.

Hinderaker: That's right, for fifty years, fifty years. So you had an inevitable clash between their pride of what they had been through over fifty years, and College of Letters and Science's small liberal arts college pride over what they were going to be.

Hinderaker: The two things in educational terms just weren't really very compatible and see, if we were going to be a general campus, we couldn't throw away either one of them. We had to somehow develop a system where they work together, and they added to the total strength of the campus.

Well, Tom Jenkin was the officer to whom I delegated the primary function to work on this one, and we appointed a committee from agriculture—three senior members: Boysie Day, Randy Wedding and Don Chant and three faculty Letters and Science members: Mac Dugger, Chairman of Life Science; George Helmkamp, who was Dean of Physical Sciences, then Divisional Dean; and Tim Prout, who was Chairman. Tim went up to Davis afterwards.

That committee, miraculously, after bloodletting came up from under the door and all that sort of thing, came in with the unanimous recommendation—we should pull the Department of Life Sciences out of the College of Letters and Sciences and coordinate it with the departments in agriculture, the nine departments of agriculture, to create a College of Biological and Agricultural Sciences.

Well, that became a wild one. There was the College of Letters and Sciences issue. Some thought it was sacrilege to break it up. And some wanted to break it up, like the social sciences were basically for breaking it up, for example.

Erickson: Now these were all academic people making the decision. You didn't involve students in this?

Hinderaker: No, they had a chance. The Highlander was writing about this all the time, and I remember the member from the departmental committee in undergraduate education from biology, He was involved in that, too.

Well anyway, so you had that L&S issue and then agricultural. Especially, you had a split between the basic scientists and the applied scientists, and the applied scientists were afraid that the

Hinderaker: basic scientists would not want to do any stuff for the industry, agricultural industry. Well anyway, the struggle was, if you put biology in with biochemistry and some of the other basics in agriculture, it would be too much power for them against the applied scientists from, you know, horticulture and all of those things. So you had those two main issues.

Now, when it came to a vote in the College of Letters and Sciences faculty: 62 votes against, 16 votes in favor and 10 abstentions.

Then it went to the Senate that afternoon. The Senate voted it down from 101 to 31, and that was a bitter meeting. On the way back to the office, ... well in fact, Bill Trombley of the Times—a little later said, “I’m sure that the Chancellor was weighing whether this fight was worth it or not on his way back to the office that day.”

When I got back to the office, there was a note from Bob Nisbet, who had been, you know, first dean and so on. Bob had been at the meeting, and he said, “Don’t give up the fight—five years from now they’ll be claiming it was their idea.”

Erickson: Is that right.

Hinderaker: And, that’s what happened. In other words, it brought in an organizational way, agriculture into the mainstream in a way that it had never been before. Dugger was Dean, Boysie Day was Associate Dean for Research. Boysie was ... see Dugger had ... they both had been on a part of this committee that made the recommendation, but Dugger was ... people were afraid of him because they thought he was too basic. Boysie Day, on the other hand, was the representative from the applied people. In fact, Nat Coleman, Chairman of the Senate—he was the Associate Dean for Instruction.

But I’ll never forget Irwin Sherman (who you know) on a trip out to Catalina to see the USC biology lab. He got me aside and said, “Look, you just can’t appoint somebody from the

Hinderaker: campus given the fights that we've had, to the position of Dean of College of B and A."

And I said, "I did appoint Dugger for precisely the other reason: that you had to balance the factors on campus, the basic people and the applied people and all these different elements. If you brought in somebody from the outside who didn't know about, it'd take them a year to find out what the score was and so forth, and then he wouldn't be any better off; whereas, this other way, we had a balance." So I'd say that that was an achievement of a goal.

I have one more main one here. Am I talking too much?

Erickson: Not at all, it's interesting.

Hinderaker: Ok, the third major goal was to develop a graduate and professional dimension. Now, back earlier ... well not everybody, you see, originally was for the small liberal arts college thing, the whole way. Because Conway Pierce, who was the Chairman of the Physical Sciences and some of the other natural sciences ... they wanted graduate work in research.

You had the College of Letters and Sciences group split between the ones that wanted to stay a small liberal arts college and then those that really didn't from the natural sciences, wanted to be a general campus with graduate work and that sort of thing.

And so, you had to somehow ... These fit into the background for graduate work because the natural sciences had wanted to be a general campus from the beginning. They were ready. They had been appointing people and that sort of thing, so when in 1960 (after '59 declared a general campus), they were sort of ready to go. They even developed some outside research support.

The Experiment Station already had a lot of outside research support, and they were ready to go, and the quality of

Hinderaker: undergraduate education which was very good here—that was another factor which sort of put a foundation under graduate programs.

Beginning of Tape 2, Side A

Hinderaker: Gradually, after you were declared a general campus, you recruited people, like Chuck Adrian, who were committed to the general campus goal. You tended to have a situation where you had to work those things out between those groups.

For example, Chuck Adrian was a leader of the Social Science group that supported the College of Biological and Agricultural Sciences. There are a lot of cross strains here.

Now I was going to mention one other thing that brought graduate work. See, the Natural Sciences recruited from the beginning for that. Agriculture was ready for it. The quality of undergraduate education was strong. And then the University of California commitment to the campus for graduate work.

The buildings were all in line before I got here that Chancellor Spieth had been involved in: the Physics Building, the Chemistry Building, Math and Education, Sproul, Agriculture, another building over there, the Life Sciences Building, the Commons through Reg Fee money, and the Carillon, which was private money.

In addition, in a track right after that: the Library addition, Computer Center, Webber Hall addition (which is now Boyce Hall) and so forth. All of these came on line.

In other words that was a stated commitment, and obviously the campus needed this to get to graduate work. And then also Clark Kerr threw in a \$100,000 grant to hopefully lead the

Hinderaker: faculty to some kind of positive statement about commitment to the Master Plan for Higher Education.

So you had all of these factors in the background for graduate work, in other words getting off to a good start. Chemistry was the first one in 1960. By 1979 when I left, there were 29 Ph.D. programs, 30 Master's programs, over 1,000 Ph.D.s had been awarded and 2,500 Master's degrees had been awarded, and the student body was 25% graduate work at that time. So they were ready, and the groundwork had been all set, certainly before me.

Now, for professional schools. There the campus was trying to make up for lost time, because when Davis got all of the professional schools, they did all across the board.

Erickson: You mean from the beginning of Davis?

Hinderaker: Yes, from the beginning. That's right, from the beginning, and they got everything. Then Santa Barbara was a small liberal arts college. They didn't want professional schools. Harry Wellman told me, "We had to force engineering down Santa Barbara's throat." Okay, Riverside didn't want professional schools because again that was not consistent with the original goal, so the campus had to make up for lost time.

The Education Department did a report in 1967 which said: We're sort of being stifled as members of the College of Letters of Sciences, because Letters and Sciences don't give a damn about education departments. And they had a hard time recruiting outside people and all of that.

So they asked to become a school, and in 1968, Education became a School. And that was real easy, because you already had the budget coming over from the College of Letters and Sciences where it had been before.

The Graduate School of Administration, which is now the School of Management, set up a committee in 1966. Stahrl Edmunds was the Chairman, Adrian was a member and so on.

Erickson: Let me ask you about Stahrl Edmunds. You knew him in Minnesota. Did you bring him out here?

Hinderaker: Yes, as the Vice Chancellor of Business and Finance. And the Graduate School of Administration started in 1970. Now, it was very difficult. It was kind of a wild one. The ideological problem was that many on campus felt that administration as a subject matter was for the “birds” and should be left to the community colleges and to the state colleges, or the USC School of Business Administration, and it shouldn’t be allowed to corrupt UCR’s pristine image. That was the ideological reason.

The budgetary reason was that we did not get a commitment from the President’s Office for money to start a Graduate School of Administration. Davis wanted one too. And they didn’t want to get involved in both of us, or one of us, or that sort of thing. And we had gotten about 40 positions from the President’s Office earlier, and they said if you want to take those positions, take some of them and put them in the Graduate School of Administration. You know what this would do to the rest of the campus.

All of the other agencies which would have a shot at getting money from that, and here you are giving it to a new agency. That was a tough one. Anyway, we didn’t even do a national search for Dean, because you couldn’t do a national search for Dean with a Budget like that, it was too tenuous. So we talked Stahrl Edmunds, Vice Chancellor for Business and Finance into becoming Dean of the School of Management. We owe a tremendous debt to Stahrl Edmunds for taking on something that was terribly difficult and getting it on the way. It soon became the largest graduate MS program on campus. Okay, so the Graduate School of Administration.

Now, undergraduate Administrative Studies, now known as Business Administration. This was one of several interdepartmental career programs. Human Development was one of them, Urban Studies was another, and so forth. In other words,

Hinderaker: these were another attempt to get at the enrollment problem, to have things that have some relationship to career. And, of course, some of the faculty didn't like that you would even do that.

Well anyway, one of those interdepartmental career programs was Administrative Studies. Adrian was a leader in that one, Jim Earley, Stahrl Edmunds again.

The ideological opposition, I mentioned that the Graduate School of Administration had a lot of ideological opposition. Imagine what it was for an undergraduate course on administration, except that Berkeley had one, so they couldn't very well make the qualitative argument against that. Anyway, they had the ideological opposition.

And there was budgetary opposition, too. I actually think there was a real fear in some quarters that Administrative Studies would become so popular it would take resources away from other things that were already existing.

And the Administrative Studies question came up to the Academic Senate. The first year it was defeated. The second year it passed by a vote of 44 to 41, and that's what started it in 1973.

Okay now, Biomedical Sciences. Again, we needed a professional dimension. We set up a committee about 1970. First we went up to Dugger's office and said how about a two-year medical school? They just laughed at us, said two-year medical schools are no good.

Erickson: What do you mean you went up to Dugger's office?

Hinderaker: Dugger. Dean Dugger. Because Biomed was going to come out of Dean Dugger's. Finally we got the committee going, and the idea of coordinating with UCLA.

And then the Dean's Office, Dugger and Nat Coleman and so forth, were heavily involved there. Ernst Noltmann was the

Hinderaker: only physician member of the faculty (biochemistry). He was involved in that committee. Then we got the recommendation to start the Biomed Program. You know what that is?

Erickson: Yes, I do, but I have a question from reading the chapters of your book. You mentioned that the San Bernardino Hospital was involved in the Biomed Program.

Hinderaker: That's right.

Erickson: Then what happened that Harbor became involved?

Hinderaker: The San Bernardino County Medical Center was affiliated with UCLA. They had a Family Practice program as a part of the UCLA Medical School, and Phil Loge was the head doctor in San Bernardino and was a tremendous help to us. Assemblyman Vasconcellos, said look, the only kind of doctors you need now are family practice doctors, not all of these specialists and such. Well, Phil Loge was a tremendous help in selling the family practice dimension to Vasco.

Birk: Didn't you have to go to Sacramento to get this program going? Do you want to say something about that?

Hinderaker: Oh, sure. Well, we were in Sacramento, Noltmann, Van Perkins and I.

Birk: There was quite a bit of dissension about that, wasn't there?

Hinderaker: Yes, that's right. Well, there were two sets of problems, one was Sacramento, and there was a problem on the campus. The main problem wasn't in getting Dugger and those fellas in favor it, because they were pushing it. The problem was space. I felt that it was so important that we get the Biomed Program we would even take some existing space, even if people yelled bloody murder and get started.

Birk: Space is sacred.

Erickson: Oh, I'll say.

Hinderaker: Well, to get it started that way, John Hyneman, the budget officer, following instructions from the Chancellor's Office, went around looking for possible places on campus that you might move the initial part of the Biomed Program.

One of the things he did was draw up a plan that would be using the offices on the first floor of the Physics Building for biomed, and somehow that thing leaked. Oh, they went crazy. I've got a note in my file from Steve White, who was chairman, which as a former chairman would have done me proud—the battle. So anyway I had to back off that, it was that bad. It got involved with the Dean of the Physical Sciences. It was bitter, bitter, really.

Anyway, skipping that, now we come to the Legislature.

Birk: Because it was turned down at first?

Hinderaker: The Legislature. In other words, there were some things in the program that we needed money for that we could only get from the Legislature, extra money. Okay. In the Legislature we had the good fortune, when Reagan was Governor, of having Craig Biddle and Jerry Lewis—Biddle as Senator and Jerry Lewis as Assemblyman. Jerry was a former UCLA political science major who used to come to me for advice when he was running for student body president. I had known them for ages.

Birk: He is now the Congressman.

Hinderaker: Yes, he's the Congressman now. Anyway, in the Legislature, first of all it had to go to the Senate Appropriations Committee, or the sub committee, or whatever it was, and the chairman of that committee—in the meantime—Vern Orr had said no, forget this program, this is just to help UCLA. Riverside has its enrollment problems. Vern Orr was the Director of Finance. He was against it, or at least publicly said he was opposed to it.

In the Senate's first committee, some Senator from up north was the chairman of it (Randolf Collier). This was Biddle's

Hinderaker: first meeting, “Craig, let me give you a present at the first meeting. What would you like?” And Biddle says, “The Biomed Program.” The Biomed Program passed that committee by a vote of 7 to 6.

Okay, then it goes on to a lot of detail in there, and it gets on through the Assembly, and it gets on through the Senate too.

And then we are ready to go, and finally Reagan signs the bill. It was in competition from San Francisco Medical School and something at Fresno where they were going to hook up with San Francisco Medical School. Anyway, Reagan signed it, so we were going to start. He signed it in ‘74.

In the next election, Biddle lost to Presley, and Ingalls was the Assemblyman. Lewis was still in, that’s true.

But now you had a Democratic Governor, Jerry Brown, and Jerry didn’t seem very happy with the Biomed Program, and in fact, there were times when we thought we would be better off if Reagan was still Governor instead of Jerry Brown. He was asking a whole bunch of nasty questions.

I’ll never forget one of the Chamber of Commerce breakfasts in Riverside. Pat Brown was the speaker, and afterwards, I went up to say hello to Pat Brown, and as the others went, we walked around the edge, and in a very fatherly way he said, “How did Jerry do at the Regents’ meeting?” (laughter)

Well, anyway, Ingalls and Presley helped along the line when the Democrats were in just when we thought that everything was buttoned.

You want to know about the famous Presley story?

Erickson: Yes.

Hinderaker: Okay, just when we figured everything was buttoned up ... on July 1, 1974, Bob Presley was at a meeting at March Air Force Base, and he got a call from Gray Davis, (the Gray Davis

Hinderaker: you've been reading about in the paper) the Governor's Deputy, saying that Jerry Brown had item vetoed the Biomed Program out of the '75-'76 budget.

Presley protested, so Gray Davis asked if Presley wanted to speak to the Governor about it, or not. Presley said, "yes," and then Davis said the Governor would be available until midnight. Presley called Walt Ingalls and myself. We were on a 4:30 flight to Sacramento.

On the way into the city from the airport, we were driving in a highway patrol car, and there was a wrong way driver coming at us. Presley and I were in the back seat. All of a sudden, lo and behold, we got out of his way. We could have shortened this story a great deal.

Erickson: I guess.

Hinderaker: We met with the Governor and Gray Davis in Gray Davis' office, and Gray Davis said, "Governor, you know what they are here for." And then the Governor looked at Presley and asked, "Do you want that?" Presley assured him that he did, and the Governor said, "Put it in a bill, and I'll sign it." It wasn't quite that simple. He did mean that and everything, but there were a couple of meetings with the President of the University, and so forth, later, before setting it up.

Now if Ingalls had been the only legislator making this request, I'll bet the Governor would never have changed his mind. Ingalls was Chairman of the Assembly Transportation Committee, and he had been engaged in a running battle with Cal Trans Director, Adriana Gianturco, on the administration and transportation issues. Often Ingalls language was close to being out of bounds, and sometimes it was.

Presley, on the other hand, was always a voice for civility. It is very important to note that Presley was a member of the Senate Appropriations Committee.

Hinderaker: I have always felt that the Item Veto was for the Governor to make sure Presley and his constituents understood he had been granted a big favor when the Governor changed his mind.

I also felt that the Item Veto was to get the university firmly on record to the effect that this was not to lead to a sixth full medical school and to force the university to commit this UCLA/UCR project over the Fresno and Berkeley projects—in other words, to go ahead and do it.

Now Chancellor Orbach wouldn't like to hear this at all, but at least I was the one that made ... In fact, if we had given any hint at all that it would lead to a full medical school, it would never have gotten through the Legislature.

We are back to the three goals now: the student goal, the agriculture integration to the campus goal and the graduate work/professional dimension goal. Let's see, where are we now?

Erickson: Well, actually, can we back up a little bit?

Hinderaker: Sure.

Erickson: Back to the liberal arts college. Who was it that actually conceptualized it?

Hinderaker: I think it was Watkins. He had his Dean of Letters and Sciences, Bob Nisbet from Berkeley. And then Turner was the Chairman of Social Sciences, Spieth was Chairman of Life Sciences, Pierce was Chairman of Physical Sciences and Olmsted was the Chairman of Humanities.

I can't quite see Pierce and maybe Spieth sitting in these sessions where they were saying we want to forever be a small liberal arts college, because it turned out that they really didn't want that. So I would say that basically, it was Watkins.

Birk: It was to be the Swarthmore of the West.

Hinderaker: Swarthmore of the West. And furthermore, Watkins felt that undergraduates had not really been served well by a big place like UCLA and Berkeley and that it should be done at a small liberal arts college at Riverside.

Birk: The emphasis was on teaching.

Hinderaker: Yes.

Erickson: Well, Provost Watkins had to sell this idea to President Kerr.

Hinderaker: No, Kerr was not President.

Erickson: Oh, I am sorry. Who was President?

Hinderaker: Bob Sproul was President.

Erickson: He had to sell it to Sproul, and the incredible amounts of time and the dedication to this effort and then the moneys allocated toward it—for it to last such a relatively short time.

Hinderaker: Well, the problem with it was everybody, once they really started thinking about it, was against it. The President's Office. Do you remember our talk? Did you read the part about the confrontation in 1956?

Erickson: Tell me a little more about it.

Hinderaker: Well, Watkins was retiring and the question was who was going to be the next Provost and then Chancellor?

Erickson: Yes, I did.

Hinderaker: It so happened that Harry Wellman, who really handled the campus for the President, appointed a search committee, which was all Letters and Science search committee. They were the only ones teaching at the time.

The Letters and Sciences committee came in with a recommendation about Nisbet. Harry Wellman said no, that

Hinderaker: they wouldn't accept one name as a recommendation. "Come back with three." The committee said, "We won't give you any name but Bob Nisbet." Whereupon Harry Wellman came down to the campus and with Gordon Watkins with him, went around and talked to people including Agriculture (because Agriculture had not been consulted). And it was out of that that Herman Spieth was recommended and appointed by The Regents. That's what happened.

Now, at that time you had the problem of general campus or not ... let's see ... that was '59. I'm getting ahead of myself.

Jim: Could I ask a question, Ivan? Would Nisbet have, in your opinion, given a different direction than ~~Spieth~~ Watkins?

Editor's Note: In reading over this text, Chancellor Hinderaker noted that he thought it was Watkins, not Spieth that he was talking about.

Hinderaker: I don't know. I'd like to think he would. Bob Nisbet is dead now, but he was a very good friend. But I think it would be very difficult for him with coming down as Watkins' dean to change.

Part of the problem here, too, was that everybody turned against the liberal arts college. The University President's Office turned against it, other campuses never did like it, the state colleges didn't like it, the community colleges didn't like it, the private colleges didn't like it.

Birk: Wasn't it a matter of money?

Hinderaker: Yes. It was a matter of money.

Birk: It would cost more.

Hinderaker: It would cost more to be the undergraduate college, you need a richer student/faculty mix. You would set different admissions standards, because if you had a Swarthmore of the West, they would do that.

Birk: It just didn't fit in with the overall university.

Hinderaker: It didn't fit in. Furthermore, the university had certain standards on teaching and research. Here there was a much heavier approach on teaching at a college of liberal arts. Some of the Regents said, "Look, if you don't want to do the university stuff, you can be a state college." You see, it got down to that.

Erickson: I see.

Hinderaker: Yes.

Erickson: When Provost Watkins retired, would you say that he was a disappointed man?

Hinderaker: Yes. In fact, he was disappointed after that. He eventually became Acting Dean of Education at Santa Barbara. In an article in October, 1965, Holiday magazine about the University of California, quotes Watkins as saying, "The University's got a lot of broken dreams." And what he was talking about there was the broken dream of Riverside.

And on the chapters I have written, I have titled the first chapter, "The Broken Dream."

Watkins convinced the Riverside community that's what they wanted.

Birk: Gordon and Anna were so loved by the community.

Hinderaker: Right.

Birk: Anything he said, they would support.

Hinderaker: Gordon and Anna came in 1949, and the campus didn't open until '54 because of delays with equipment and steel and so forth.

Erickson: The Korean War.

Hinderaker: Gordon Watkins was God in Riverside.

Birk: And he was a lovable guy.

Hinderaker: He was a lovable guy. Very much so.

Birk: Yes.

Erickson? I have one more question on that, a procedural question. In one of the chapters of your book, you talk about Provost Watkins reporting to the President but through the Vice President for Agriculture, who was Harry Wellman at the time.

Hinderaker: That's right.

Erickson: When did that change then?

Hinderaker: That changed when his successor, Spieth, came along. Spieth's line would be directly to the President's Office. The Experiment Station was directly to the President's Office. And it wasn't until after I got in that everything on campus was through the Chancellor to the President.

Erickson: Well, let's back up then, because I didn't understand that before. When Provost Watkins was here, he did not, he was not the ultimate ...

Hinderaker: No, he reported to the President's Office through Harry Wellman.

Erickson: But in regard to the Citrus Experiment Station?

Hinderaker: No, he wasn't over the Citrus Experiment Station.

Jim: He had no control over that, right?

Hinderaker: No, two separate things.

Erickson: Ok.

Hinderaker: You see with the different goals that they had, they reported to separate places. It was just a circumstance made for trouble.

Erickson: Hmm.

Birk: Ivan.

Hinderaker: Yes.

Birk: Didn't your finance officer also report ...?

Hinderaker: Yes, my Vice Chancellor for Business and Finance reported to me when I got there, but he was still under the impression that he reported directly to the President's Office. And that lead to a very severe problem.

Birk: He left, didn't he?

Hinderaker: He left.

Jim: But at one time he did?

Hinderaker: At one time earlier he did. When Watkins was there, the Vice Chancellor for Business and Finance ... gee, I don't know what it was for sure, but it was very close to the President's Office.

Erickson: That's interesting. That would just make for all kinds of trouble.

Birk: Yes.

Hinderaker: Well, I guess I can tell about ... now that you brought it up. Two problems aside from feeling that this responsibility was up to the President's Office. One of them was that unbeknownst to me, there were no trees or sprinkler system put in for trees in the parking lot behind the Humanities Building. I was not involved in that decision, and I wanted trees.

Hinderaker: Another circumstance was when one of our friendly little demonstrations in the Humanities core and the chairman of the demonstration—he eventually became Associate Director of Extension. Son of a gun, I can't remember his name right now. Anyway, this was a perfectly innocent demonstration down there, and unbeknownst to me, somebody had the police of Riverside taking photographs of the demonstration people. As soon as I found that out, I publicly said that would never happen again. That was related again to my confidence level with the students.

Birk: But that was ordered by somebody else.

Hinderaker: Well, anyhow, you were interested in “Do I draw any parallels from my early years at UCI and then UCR?” I did make a note on that. First of all, there were very few parallels.

Erickson: Really?

Hinderaker: One parallel was that we were both part of the University of California. Another parallel was that all the buildings we got, Irvine was getting all those buildings. But things were not parallel.

UCI was a general campus from the very start. You had a more mature faculty at UCI since you had recruited at all different levels, including some over scale right at the beginning.

Irvine didn't have the kind of problem that UCR had in relations between agriculture and the rest of the campus.

And then Irvine didn't have the location problem that Riverside had. Here you had San Diego by the sea, Irvine by the sea, Santa Barbara by the sea, Santa Cruz by the sea, UCLA and Berkeley. The only other one was Davis that didn't fit that. But Davis had built the kind of spirit that got over that.

Erickson: Those professional schools you mentioned.

Hinderaker: Those professional schools and also the very good spirit of students. I think Mrak did a superb job of building a student climate at Davis, which in my own mind you would really want to model what we were trying to do in terms of students. Though there were a lot of Riverside students, who, when you mentioned Davis as a model, they just snorted.

(laughter)

Hinderaker: Ok. And then Irvine didn't have smog. It's hard to realize how tremendous a problem that was. Your budget is related to enrollment, so what affect did smog have?

Mayor Lewis asked Governor Reagan to declare the south coast air basin a disaster area. Very quickly the television stations and newspapers had it that Mayor Lewis was asking the Governor to declare Riverside a disaster area.

We became the smog capital of the world. And then also, we had the Air Pollution Research Center of the university here, so there were a lot of datelines here. We were the headquarters of a UC project Clean Air. Stahrl Edmunds was the Chair of that. There were stories out of that. I want to just read to you what the headlines said, because you can't really feel it unless you get these:

On December 10, '72, the Honolulu Star Bulletin carried a story about Riverside, which was headlined, 'The Smog Capital of the World.'

The article was a reprint of a Los Angeles Times news service article: 'Riverside, A Black Eye For Fighting Smog.' The San Francisco Chronicle carried this article on December 15: 'Riverside's War On Its Smog Image.'

The lead paragraphs of each were about a senior professor who decided not to come to Riverside after reading an August 3 New York Times piece headline: 'Smog Alerts Blight Life in Riverside California. Angry Citizens Urge Drastic Action on Befouled Air.'

Hinderaker: The first of this series of Riverside articles in the national media appeared in June 24 Toronto Star: 'City Being Strangled By Smog.'

Next came the Washington Post: 'Smog Peril Spreads to Riverside California.' The headline was accompanied by a picture of a jogger wearing a gas mask.

The New York Times was at it again with a feature article on December 14: 'The Town That's Choking To Death, Riverside California.' The air is so bad that kids can't play outdoors. The sun is rarely seen and they are beginning to grow oranges in oxygen tents. Riverside smog has become the object of national attention.

Here in California, The Press-Enterprise article: 'Millions of Ill Persons in the U.S. Are Made Sicker By Smog.'

The next day the Copley News Service story Oxnard Press Courier: 'Prediction: The World's Next Great Smog Disaster May Strike Riverside. Experts Believe Riverside Will Fall Victim of Smog.'

Another rash of stories in May of '73. Torrance South Daily Breeze: 'You Need To Feel Your Way To Class In Riverside.'

The May 1973 Board of Regents produced more with all the headlines following: The Los Angeles Times: 'Regents Ponder UC Riverside's Future As Enrollment Dips.' San Francisco Chronicle: 'UC Regents Try To Revive Riverside Campus.'

Los Angeles Herald Express: 'Smog Location Blamed For UC Riverside Decline.'

Oakland Tribune: 'Enrollment Drop Alarms Regents.'

Pasadena Star News: 'Students Decline Mystery. UC Riverside Rolls Drop.'

Hinderaker: Anaheim Bulletin: 'UC Riverside Budget Cut.'

Roughly summarized those articles said that Riverside which was a lovely city of 140,000 was lovely no more located at the intersection of two sewers of smog—one coming from LA and the other from Orange County.

Now what happened as a result of this? Percentage distribution of three quarter average student enrollment in the University of California—we were three percent in '59-'60, six percent in '71-'72, four percent in '78-'79. UCR in 1971-72 was 5,576. We went down 554. The next year we went down 149. The year after that we went down 266.

We had a total drop over those three years of 956 students or sixteen percent of the student body. By '78-'79, we had twenty five percent fewer students than we did in '71-'72.

In terms of faculty positions, we had taken away from us in '72-'73 twelve, '73-'74 ten, '74-'75 twenty positions. That was a total of 42. Now you can imagine the gloom that is produced in a period like that. What did we try to do?

We tried to develop interdepartmental programs: Biomed, Administrative Studies. They were the two most important as far as enrollment was concerned. But other things, too, student recruitment.

We tried some novel stuff. One Riverside poster said "Damned Good Education." Some junior college wrote me, "Don't use words like damned." But anyway, we did everything on that. Damage control.

And we made some organizational changes. We had made the College of B and A, we had made other organizational changes breaking up the rest of the College of Letters and Sciences after the agriculture thing.

But in this budget crisis, we had to consolidate, and we consolidated to what we now have in the College of Natural and

Hinderaker: Agricultural Sciences and the College of Humanities and Social Sciences. So that's the kind of problem.

Erickson: You talked about the Regents meetings in some of those headlines that you were quoting. As a Chancellor, you attended the Regents meetings. Did you ever get a chance to defend yourself or the Riverside campus to the Regents?

Hinderaker: We tried, but how do you do it? You know you try to ... You asked a question here about my relationship with Reagan or Jerry Brown, that sort of thing.

The campus came sort of close to being closed, and it was at ... Charlie Field can tell you about those times when he was a Regent. But you see, this stuff was happening in newspapers all over the state.

In fact, I remember the football coach came in one day and said, "I had to work all morning convincing the mother of one of the guys I recruited that we are not going to close." Everywhere I went, it was, "Are you going to close?"

Birk: A lot of parents of students who said, "Don't go there."

Hinderaker: Oh, I had a Biomed student say that his mother cried when he decided to go to UCR for the Biomed Program.

Erickson: Well, personally, how did you keep such a positive attitude?

Hinderaker: This gets into one of the reasons why I did retire.

Erickson: Oh.

Birk: (To Ivan) But you're always a positive person. But it was trying for you, I know.

Hinderaker: I remember at UCLA when I came back from Washington in '60 as Chairman of the department. Dave Wilson, who you might know. Dave had been there one year as an Assistant Professor. He came into my office one day and said, "God

Hinderaker: dammit, let's go." He said, "The trouble with you is that you know how to make the best of a bad situation." (laughter)

Birk: Now let me ask? Is there a break period?

Hinderaker: (Indicated that we should go on).

Erickson: Well, Ivan, let's move ahead and talk about the days of student unrest. From your book, I read that you and others probably did not see that coming.

Hinderaker: Well. (pause)

Birk: You mean Berkeley?

Erickson: Just the whole period.

Hinderaker: I was thinking of the Berkeley campus and not necessarily in terms of when I came, rather a few years before that. Because really, when I came I mentioned the September 29 and the October 1 talks to faculty and students. Well, that's when FSM (Freedom of Speech Movement) started. So really they started right at the beginning when I got there.

And then we had at Riverside during much of the year something called Scrap 14, which was the Students Committee Of Riverside Against Prop 14. Prop 14 would have repealed a fair housing proposition in California. They were not going to use the campus.

They wanted to use Watkins House, but it just so happened that Watkins House wouldn't let them use it for that purpose. So they went to the Grace Methodist Church and did it off campus. But you see at Berkeley it blew whereas with us it didn't. They went off ...

Erickson: Because you didn't let that happen.

Hinderaker: Ok. I tried not to. That's what I was concerned with. You asked about coffee and donuts.

Erickson: Yes, I did. I heard a story about you.

Hinderaker: I was trying to build the climate of relationships that we had between students and the administration. I have to go back and check, but I think that was in close relationship to the Dow Chemical business and the demonstrations in front of the Placement Center. We got the students to agree to leave a line so that anybody who wanted to go in could walk through that line. That's what they did in the administration building and they stayed overnight. But while there was business, they agreed to have a line so that people could walk through it.

Now it just so happened that that morning Norm Better was the Dean. And good ole Norm. He could interact with the students just beautifully. They swept up the hall and then they were fed coffee and donuts. And I am amazed that probably of all the things, more students remind me of that.

Birk: We were told there is a plaque in the administration building that says something about that. Is that true?

Erickson: Maybe somebody has that plaque.

Jim: The story is legendary.

Hinderaker: Now you asked another question related to that about comparing students from the mid '60s when I arrived to those of the unrest period.

Erickson: Yes.

Hinderaker: I'd say the UCR students were pretty much the same. You had a core of students committed to civility, reasonableness and that sort of thing. Now we came close to blowing a few times, but we didn't. So I'd say that the students later on are basically the same. We went through the Selma, Alabama thing. We went through the Placement, Dow Chemical thing. We went through the flag at half mast thing. Do you know about that?

Erickson: No.

Hinderaker: One morning I was downtown and got back about 10:00 and the flag was at half mast. I wondered what had happened. When I got in, the Chairman of the Senate and some of the administrators were all in my office.

There was a group that had organized down in Watkins House with the local campus minister and were the ones that had pulled the flag down to half mast. They were doing this on other campuses around. At Irvine, it was going down and up and down. That was in May of '69.

Anyway, the question was what shall we do? Should we go out and put the police around it and put it back up or what? I decided that I was going to leave it down for two weeks, and I made a speech and wrote a column to the campus newspaper. I said, "Now isn't it a shame?" This was about the time the graduate student at Wisconsin had been killed in a bomb. The janitor at Santa Barbara had been hit by a bomb. A fellow by the name of Rector had been shot at Berkeley, and so on and so forth.

In my statement, I said the flag is at half mast, and I am leaving it there for two weeks because I am distressed that the world we live in is terrible. Well, the March Field delegation didn't like that, because I had no authority over the President of the United States.

(laughter)

Do you remember Marcus Meairs?

Erickson: He was a realtor, wasn't he?

Hinderaker: He's dead now. Marcus Meairs wrote me a letter. I still have it some place. "This ... and so on and so forth." Well, we leaked a copy of my statement up to Governor Reagan's office, and Reagan let it be known that it was pretty good policy, and that took care of it, completely took care of it.

Birk: He was known as Reagan's Chancellor. We heard that said, we didn't say that.

Hinderaker: That was one of the complaints of a faculty member expressed in a Bill Trombley column; namely, that this faculty member was unhappy with me. And another faculty member had said, "Well, you can't get him because the Governor likes him."

(laughter)

Erickson: That's pretty good protection.

Birk: It's the kiss of death some places.

Jim: I had a question. At a time that many presidents and chancellors were leaving office because of student unrest, you seemed to thrive under that atmosphere. Respond why.

Hinderaker: I had sort of thought I would be a chancellor for ten years. And like Bill McGill when he went to Columbia, he said ten years. But ten years for me would have been 1974, and we were in the depths of the stuff I read you about smog and all that sort of thing. And it was not the time. You know, I'd just be walking out on ...

Birk: The reason for ten years is because you feel that you could do what you want to do in ten years. That's the idea of the ten year concept. If you can't do it, it's time to go out.

Hinderaker: Right. Well, anyway that had been my thought. Now that I am doing this, I want to mention one other thing.

Erickson: Please do.

Hinderaker: This is leading me into the chapters I am going to be writing that are coming after this (interview).

Erickson: Oh good.

Hinderaker: Black Studies. February, 1970. There was hope that we could generate some ethnic studies curriculum, and so I appointed two committees. One of them was Chicano Studies. The chief faculty member there was ~~Danmon~~ Eugene Cote-Robles.

Birk: *Cote-Robles?*

Hinderaker: Yes. You are a help to me, see? Well, anyway, he eventually ended up at Santa Cruz. The Chicano group came in with a recommendation for an interdepartmental program, so I accepted that recommendation.

The Black committee came in. Maurice Jackson was one. The recommendation came in for a department. You know, why do we have to ride in the back of the bus, that sort of thing. I foolishly caved on that one and said maybe it will work. It didn't and pretty soon the pressures on the Black faculty and pressures on Blacks on campus became so intense, that I dissolved the department and by fiat created an interdepartmental program. Believe me, things were wild.

But I did a Chancellor's column, and I had it in every box of every faculty member and every mailbox of every student in the dorms. So nobody could twist things. At the end of it, they brought Senator Dymally to—in other words, whip me around. I had known him before. Well anyway, they had this meeting and were just ripping me up and down. And Lula Mae Clemons ... remember her?

Erickson: Oh, yes.

Hinderaker: I really love Lula Mae Clemons 'cause after all this ripping me up and down, Lula Mae, in a very faint voice said, "He's not that bad." (laughter)

Birk: Tell them the situation why she said that. Remember, she was in somebody's house, and they were all Blacks?

Hinderaker: Hmm.

Birk: No? And they turned the lights off.

Hinderaker: No, you're mixing. That's another situation. The people who were charged with some shooting of some police officers—one of them was involved there. They shut off the lights off to scare me, see, and then turned them on.

Birk: But you were on that community commission.

Hinderaker: Well, I had anticipated the problem and was Chairman of the Urban Coalition. Do you know what that is?

Erickson: I have an idea.

Hinderaker: Well, it was to improve relations between the races, sort of an Urban League kind of thing. I had also, as background, ... Hank Carney and a group had done a survey of apartments that were not available to Blacks. Hank brought the survey into my office.

Birk: Were those Black students or Blacks in general?

Hinderaker: They had done a survey of the community. They would have been students or Blacks. And Hank comes into the office with the results of this survey, and he doesn't say, "What are you going to do about it?" But Hank is an old friend of mine, for God's sake. Well, I wrote a column that I am really proud of. I said anybody would have to be deaf and blind not to know that this kind of discrimination exists, and so on. So I had that background in relation to Black Studies.

But they brought Dymally down again to change me and bring me around. Several years later we were walking on campus. I was going to introduce Dymally at a talk on campus. He said, "Hey, you remember that time I was down?" *Dymally was now Lt. Governor*, and he said, "You were right."

Birk: He couldn't say so at the time.

Hinderaker: I've just always loved Dymally. Ok.

Birk: Did you always want to say that during that period, we would get telephone calls at midnight. I'd answer and they'd say "Black Power."

Hinderaker: The police had guards around the house all night for two weeks.

Birk: We used to have car ports, and we had to close those in so they wouldn't know whether we were there or not.

Jim: Your relationship though with Professor Jackson was a close one, wasn't it?

Birk: Oh yes. In fact, we had to send him out of town. (to Ivan) Do you remember that time you sent him to Berkeley?

Hinderaker: Jackson?

Birk: Yes.

Hinderaker: Oh yes. In fact, I've still got the receipts from his expenses up at San Francisco and Davis when we sent him out of town, because we felt his life was threatened.

Birk: His wife was white, and so that was a problem. Also the head of the Black students.

Hinderaker: Oh, you remind me. One of the reasons I agreed to a Black Studies Department originally is Jim Sweeney, who was President of the Black Students Union, a reasonable guy.

When we came back in the fall, Jim Sweeney had been thrown out as Chairman of the Black Students Union, because he was going with a white girl. So the group then in control of the Black Students Union wanted to take control of all admissions, hiring faculty, you know some of those ridiculous things.

Birk: Ivan, didn't you also feel that it wasn't the local Blacks. There were Blacks coming from LA.

Hinderaker: Yes. There were Blacks coming from outside.

Birk: Yes, influencing.

Hinderaker: Yes, they were trying to blow us. Sure. Ok. What do ...

Erickson: Do you want to talk about President Kerr?

Hinderaker: President Kerr. Oh yes. Ok. It was at a Regents meeting at Berkeley. Birk took a call at the Chancellor's House. Why don't you tell that, Birk?

Birk: Well, I happened to be there at the Regents meeting, and of course, it was imminent about Kerr because of the feelings of the Regents. And I answered the phone and that was the verdict, that Kerr had been fired. And so I related that to the others, to Kay Kerr.

Hinderaker: These were all the wives who were at University House.

Jim: Oh, you got the call.

Birk: I took the call and told the others. But they were all waiting.

Hinderaker: Now, I want to make some comments here. You are not wiped out, are you?

Erickson: No, you are the one doing all the hard work.

Hinderaker: The Kerr's firing, this was at the Board of Regents meeting at Berkeley. It was inevitable, I think. In a way, he was boxed by some outside forces that made it inevitable. In the first place Berkeley blew and Chancellor Strong ... Berkeley just wasn't ready to deal with students like we were on a small campus. You've got Nobel Prize winners and all that sort of thing, but that didn't mean anything to the problem at Oakland. The students whip-sawed the President and the Chancellor at Berkeley.

Birk: You mean they split them?

Hinderaker: They split them, yes. They'd go to Chancellor Strong and he'd say, "Well, Kerr made this agreement, go to him. And Kerr would say, "Look, you know, Chancellor Strong is the head of campus." Looking at it from the outside with hindsight, it was probably unfortunate that the President was living right there at the Berkeley campus, because the problem soiled his presidential white robes in a way that he would have had a better chance if he'd been away from there.

Birk: You didn't mean that he was living on campus, because Strong was living there, but he lived in the town.

Hinderaker: Close to campus.

Jim: And the office was right near the campus.

Birk: Yes.

Hinderaker: Yes. The office was right there. So they really whip-sawed the President and Chancellor Strong. Then there was an uproar in the state. Eventually I will have a bunch of headlines to go parallel to the smog headlines I read to you. The uproar of the state was just tremendous, and the legislators ...

It got to be so bad up in Sacramento that at one point earlier if you had said something against the university, they'd jump on you. Now if you said something favorable about the university, people in Sacramento would jump on you.

The uproar in the state was really a major reason why Reagan had an issue—the No. 1 issue on which to be elected Governor. There were very few politicians who would not use an issue that's put right in their hands, really.

Birk: To ride it.

Hinderaker: To ride it, that's right. See, that's another reason why Kerr was in an inevitable position.

Birk: Reagan was Governor when Kerr was fired.

Hinderaker: Yes. The Regents also were split. Franklin Murphy and Kerr didn't get along very well. You know who Franklin Murphy was?

Erickson: UCLA.

Hinderaker: The Southern California Regents didn't get along very well with some of the Northern California Regents. Ed Pauley and John Canady from Lockheed from the south were lightpole opposite to the Regents from San Francisco (whose names I forget right now). (chuckle) You had the polar opposites in the Board of Regents, but it didn't come to a head with Kerr until the moderates finally made a decision that Kerr would have to go.

Birk: Like Boyd.

Hinderaker: And the moderates were Phil Boyd and Ed Carter. Phil Boyd showed me a picture in the Mission Inn, in fact, of he and President Kerr facing the other way in front of the fireplace. He said that was when he was trying to get President Kerr to leave.

Birk: Resign.

Hinderaker: Right. In other words when the so-called moderate Regents decided you had to end this.

Birk: Kerr was sort of the symbol of the whole thing.

Hinderaker: Yes. Some of the people in the Legislature accused him of being a Communist or coddling Communists on the Berkeley campus.

Birk: It's as if they needed a body.

Hinderaker: They had a Burns Committee which was sort of like the House on American Committees of California and that was ginning things all the time. It was a situation that in my opinion could

Hinderaker: not be repaired with so many things out of his control. And then Harry Wellman became the Acting President, and it was necessary for the university to go on.

Birk: Was Wellman Acting for a year?

Hinderaker: About that.

Birk: About that.

Hinderaker: Harry's dead, too, now.

Erickson: Was Mrs. Kerr at the Chancellor's home?

Birk: As I recall she was. But you see they were expecting it—it's just that the blow hadn't landed yet.

Hinderaker: It was just a question of when.

Erickson: Can you remember what it was like that day. I mean after you answered the phone?

Birk: Well, it was big. You know, that's all you remember. But you had expected it. You were all there sort of waiting for the call to come.

Erickson: Do you remember what anybody said though?

Birk: No. I suppose they gave condolences to Kay mainly, because these were all the wives of Regents and Chancellors.

Hinderaker: Phil Boyd was one of the moderates when it changed. I remember when we had Clark down at a CUC dinner ...

Birk: You mean after that.

Hinderaker: They were never very close after that, and I was hoping to get them back together. But Clark's first sentence in his speech was something about his being fired.

Birk: I don't think he could let that go for many years. It seemed that every time you saw Clark, the first thing was about being fired.

Hinderaker: Let's face it. What he had done for Berkeley and what he had done for the University of California, started the new campuses and so on. You know, he would have a feeling toward the university that was just ...

Hinderaker: and so on. You know, he would have a feeling toward the university that was just ...

Birk: His memoirs are almost complete, are they not?

Hinderaker: They'll be done by maybe next year. I've had a long visit with Clark.

Erickson: Have you?

Hinderaker: Yes. Interesting. I'd say if you had a chance sometime, get him to talk about Riverside.

Jim: Did this action demoralize the other Chancellors, firing their President?

Birk: Don't you think they all expected it?

Hinderaker: I think everybody expected it. I think it really depended on each campus.

Birk: Who was Chancellor at Berkeley at the time?

Hinderaker: Roger Heyns. Yes, Roger was. He's dead too now.

Erickson: We were talking about Governor Reagan and the fact that you knew him.

Hinderaker: I didn't know him very well. My meeting Reagan consisted of the times he was on campus really. And that was several times. Birk has a little story about the head table one day. Go ahead.

Birk: Well Reagan was the speaker. It was a CUC banquet, was it not?

Hinderaker: Yes.

Birk: Toward the end of the year. And I was sitting on one side of him and Judy Field Baker (Judy Field then) ...

Hinderaker: Charlie's wife.

Erickson: Right.

Birk: ... was sitting on the other side. We were having such a good time with him, because he is so genial. He's wonderful. (and I'll have to tell you about one of the Regents meetings when he came to the house). But he doodles. He had his place card that said "Governor Reagan." And he makes little doodles and little jigs. And I said, "Would you mind signing that, because you know, someday you might be President."

Erickson: Oh.

(laughter)

Birk: And we both laughed, as if ... And so, he did sign it. And I kept it. Then when Ivan retired and we moved down here, we lost it some place ... for several years. And then I found it one day when our grandson was visiting, and he said, "Can I have it?" I said, "Sure." So he took it. I had it in a little plastic case, and he took it to Australia. He has a friend who collects autographs and things, and he wants to buy it off him.
(chuckle)

Hinderaker: Yes.

(laughter)

Birk: Another time he (Reagan) was in the house at a Regents meeting, and we had a dinner. I said to him, "Do you mind coming out to the kitchen?" (because the students catered the house, waited tables) I said, "They'd love to meet you." He said, "Sure." So he comes out in the kitchen and for about fifteen or twenty minutes while everybody else was waiting for

Birk: him, he talks (you know, he stands by the stove and talks) to the students and said that he had waited on tables when he was in college. He was having such a good time. And they thought he was wonderful.

Hinderaker: Yes.

Birk: But you know, he's so genial. Well, you've seen him on television. That's the way he is. It's Nancy, I guess, who holds the reins.

(laughter)

Hinderaker: We met him when he came to campus. One of these occasions will be a separate story here the rumor was they were going to burn his car, all that sort of stuff. We had to have police on campus that time just to make sure that didn't happen.

See, I had a campus where I could write a column on law and order at UCR and even have it reprinted in the LA Times and yet it was accepted by most of the students.

Also it was very helpful to my friends out in politics because what we did maintain was a campus with ... Law and order has been sort of misused, because you know, people say, 'That's cracking the whip,' and so on. Ours wasn't. "If you are going to picket the Placement Center, keep a line open so people can go in." It was sort of an in-between kind of position then.

Anyway, my relationship with Reagan was basically on these trips when he was down. And I am sure he had read some of my columns in the paper.

My Republican relationships were really with the Warren group. Loc Waters, who is now a retired Federal Judge, was the Chairman of Elections and Reapportionment. Bob Kirkwood and Tom Caldecott were all Warren Republicans.

The Nixon wing ... I did have one good friend, and that was Bob Finch. But other than that, these relationships were sort of

Hinderaker: on the side and then really everybody, Democrats and Republicans on the outside dealt with the Biomed Program, helped saved the campus when it came to smog, Reagan helped on the March Field flag criticism, or just all the rest of that.

Birk: Are you speaking about the bumpy things?

Hinderaker: Well, I guess I can mention that now. That's a good story. Two very conservative women in Riverside that I knew were very conservative Republicans. They came in one day and they were going to ask Assemblyman Vic Veysey to do an investigation of the Communists in the Economics Department. And you know our Economics well enough to know ...

(laughter)

there was ...

Birk: They had a case.

Hinderaker: The Economics Department had a reputation as one of the most liberal Economics Departments in the country. Anyway, I got to thinking about that and saying, "What's a nice way of diverting this?"

Birk: Throwing them a bone.

(laughter)

Hinderaker: No, diverting them. I don't know whether you were involved in this or not, Birk ...

Birk: No.

Hinderaker: I said, "Invite Bill Buckley to be Commencement Speaker." So we invited Bill Buckley and he came. The students, even though they hated him politically, still he was smart enough that they all stood around and listened to him. After Buckley these women never said another thing.

Hinderaker: But anyway, there's another interesting sideline here. You know the mound, the Speakers Mound, just by the walk where you slant up there (near the Commons).

Erickson: Yes.

Hinderaker: Ok. That was originally designed for Commencements and that sort of thing. However, after Bill Buckley's commencement, we decided that was not a good thing, because somebody had a pig. And it's a gradual slope up to that platform and a pig could even get chased up there. I think he urinated on Bill Buckley's shoe. (chuckle)

So anyway the pig got there and we just went on with it. Some years later, Ralph Bradshaw who was President of Riverside City College said, "I've got something to tell you. I don't know whether I dare or not." His daughter Susan's boyfriend was the guy that got the pig, and the pig was in a pen at Ralph Bradshaw's yard overnight the night before they brought it out to campus.

(more laughter)

So that's the Buckley story.

Erickson: That's cute.

Hinderaker: Now you had a question about faculty shared governance.

Erickson: Yes, shared governance.

Hinderaker: Ok. That'll take me back to ... Remember when I was talking about getting agriculture and L & S together in the main stream?

Erickson: Yes.

Hinderaker: I used the example of the business of integrating agriculture with the College of Letters and Sciences mainstream, because

Hinderaker: I think it illustrates the administration/faculty relationship really very well.

I started that by indicating that this was a difficult problem with agriculture split about 50/50 between applied research people and basic research people, with College of Letters and Sciences split between some that wanted to break up the College of Letters and Sciences, particularly social sciences, and others that didn't.

How do you relate to the faculty when you've got all those kinds of problems that you have to change?

I had appointed a committee of six respected faculty members that came in with the recommendations I mentioned earlier, namely, to take life sciences out of the College of Letters and Sciences and create a College of Biological and Agricultural Sciences, in part then to tie these two units together in an organizational way.

Now then, in terms of faculty shared governance. We had an Academic Senate. And the Academic Senate has a Budget Committee. The Budget Committee basically deals with personnel matters. I think it used to—now it's been changed since I left. But at least the Chancellor has to consult with the Budget Committee on all academic appointments, although he doesn't have to follow the advice.

In fact, Harry Wellman used to say that any Chancellor that doesn't disregard 20% of the Budget Committee's recommendations ought to have his head examined. And I said, he'd be kicked out on his tail if he discarded 20% of them!

But anyway, the Senate Budget Committee and the Senate Educational Policy Committee ... it was important that I had to consult with both of them, but it was also important that I could get their approval assuming we could get ... and it turned out that we did get the approval of both the Senate Budget and the Ed Policy Committees.

Hinderaker: Jim Kendrick was the Chairman of Budget, and Randy Wedding was the Chair of the Ed Policy Committee at that time. And then more consultation with the faculty.

We had the Chancellor's Second Annual Conference of Faculty Administration up at Lake Arrowhead. This was the main item of agenda up there.

And then out of that we appointed a small ad hoc committee of physical sciences, another ad hoc committee of humanities and fine arts, another ad hoc committee of social sciences to advise on the issue of the College of B and A.

Now there was no intention to ask all of the departments involved do they approve or not, or to ask the faculty of the College of Letters and Sciences, or the full Academic Senate. Because if you had to ask them, you just wouldn't have the chance of doing anything at all.

So the tough deal was April 13, 1967 when the College of Letters and Sciences faculty looked at this issue. I think I may have mentioned this earlier ... and voted 62 to 16 with 10 abstentions against. The Academic Senate that same day voted 101 to 31 against it, which I think I've also mentioned.

Now on these kinds of issues that affect faculty and administration relations "sailing tight to the wind." Does that have meaning?

Erickson: Um hmm.

Hinderaker: Ok. Sailing tight to the wind. And I could get by with sailing tight to the wind. No. 1 because I had good relations with the students. No. 2 because I had political support from people all over the spectrum outside the campus. It might not have been possible to get that kind of thing done if it hadn't been that. Now also, we got some Farm Bureau support to help balance some of the internal opposition on the campus. We had Fran Wilcox, who had been the General Manager of Sunkist, half

Hinderaker: time in my office in Public Affairs. Fran retired from Sunkist and was an old buddy of Harry Wellman.

They had been graduate students at Berkeley together, and so Fran Wilcox was probably more important than anything in stabilizing this issue in the citrus grower community of the state.

One of the deals we made through Fran with Harry Wellman was to organize a citrus or an agricultural advisory committee. That's the one that still exists today, and the way it was organized to help Harry Wellman to talk to his industry people up at statewide and say, "Look, what they are doing is all right, but we are going to have this committee too, so that in the future, you'll be able to advise."

Ok. That was probably the most difficult set of faculty/administration relations. From there on it varied. We looked a little while ago at the professional schools and how some were easy and some were difficult. There is no set answer to this question, but it relates to the many different kinds of ways you solve the problem, depending on the difficulty at the particular time.

Birk: Change is always difficult.

Erickson: Oh, isn't it!

Hinderaker: Eric Hoffer, you know, wrote that book The Ordeal of Change. On the first page of the book, he tells how he was a migratory farm worker in the Central Valley, and how he had been picking string beans, and how he was really worried about the transition to picking peas. (chuckle)

Birk: It's kind of cute. You don't want to tell your Eric Hoffer anecdote here do you?

Hinderaker: Do you want to tell about how you met Eric?

Birk: Well, he came to campus to talk.

Hinderaker: He's a stevedore, long shoreman, up in San Francisco.

Birk: Eric came into our life because Mark, our son, was taking a course in Civics or something. And they were reading The True Believer, his first book.

Hinderaker: Right. Ok.

Birk: So we knew the name Eric Hoffer and evidently Mark's teacher was very sold on this person. Then you invited him to come to campus and speak.

Hinderaker: To speak.

Birk: Ivan heard he was at Berkeley on a part-time basis or something. Ivan couldn't meet him at the airport because he had another occasion, so I went out to meet Eric. But having never met him, I saw this man in a stevedore jacket and a thick face and neck, and I walked toward him, and he walked toward me. And that was it. We had such a wonderful time talking all the way to campus. And then they were going to be in ...

Hinderaker: On campus they were going to be in LS 1500, so we moved it to the Theatre.

Birk: And he packed it again. Eric was such a person ... he was blind until he was about fifteen or sixteen. When he lectures, he paces back and forth and closes his eyes as he speaks.

His stories are marvelous because he was schooled by his nanny really (he didn't have a mother) and a woman who cared for him. When his sight was regained, he became an avid reader. He would go into a bookstore down on Market Street and he'd say, "What's your thickest book that you have?"

(telephone interruption)

Birk: He would take the thick book. I wish I could remember because they were quoting ... French

Hinderaker: French author.

Birk: It'll come to me after you leave.

Erickson: Of course.

Birk: As a migratory worker, he would go up into these places where they were picking things or cutting down forests and get snowed in. That's why he wanted a thick book.

Hinderaker: No pictures.

Birk: No pictures, that's right. At night they sat around and he would quote from the book. So all up and down the Central Valley, migratory workers would be quoting this book.

(laughter)

Hinderaker: ~~So and so~~ *Montaigne* says.

Birk: That's right.

Erickson: It sounds as though he would be interesting.

Birk: Right. But I told how he came to campus and moved from theatre to theatre. And then up at Berkeley, he was very ...

Hinderaker: He was sort of a rough character. He had an office in one of the halls right up next to Sproul Plaza, and he was very impatient with the students up there. He thought they really ought to be thrown out the windows. (chuckle)

Erickson: Shall we go on?

Hinderaker: Shall we go on?

Erickson: Ok. Let's talk about the community and your interaction with them. And Birk, if you would interject some comments too,

Hinderaker: because you had so much to do with them. We'd be interested in hearing that too. Who were some of those external leaders?

Well, first of all we mentioned Phil Boyd. You just can't talk about Riverside in the period he was living without Phil. In fact, I had an understanding with him when I first came that on any matter in the community, I would ask his advice. Any matter on campus, I would tell him about it. And that's a relationship that worked out ...

Birk: You both honored it.

Hinderaker: We both honored it, and it worked out fine the whole period of time. There was one time I think Phil was just about ready to tell me what to do because a faculty member from Berkeley had come down to stir up the troops, and they had a meeting that had been pretty wild and radical some place on campus. And Phil was there scouting, and he thought it was pretty bad. But he didn't go across the line, and it turned out the next day that the Student Body President, in fact, had scheduled a thing ...

We had a platform out there and about 4,000 people stood out there and they gave me 15 minutes to talk, too. And this faculty member from Berkeley got up, and it was such a damn sob story our kids weren't buying that stuff at all. When he finished and ran out of time, I got up and tapped him on the shoulder and said to take five more minutes.

(laughter)

By the end of that, the common sense of the good UCR students had come along to the point where there were just a few of them that got in line to raise hell with me afterward.

But aside from that time when Phil was real worried, I should say if we had a "Jim Erickson" at that time it would be Phil. Phil is the one that got the Gore's interested in giving the gift for the International Lounge.

Hinderaker: They got Florinda Leighton to do the murals. Phil was the one that got somebody to do the water fountain at the Humanities Court, though that has since been covered over, I think.

Erickson: I think so.

Birk: The tower.

Hinderaker: Phil and Dorothy were the ones that made the tower their signature gift. And as you know, I have been really concerned that the tower has not been ginning up the kind of support that it really needs.

Birk: For the Carillon.

Hinderaker: So Birk and I are going to make that our special project. You know we are out of the line and stuff, but what contributions we can make are going to go to the Carillon. Chiefly because all the other agencies like Athletics, Fine Arts, Art Gallery, Religious Studies and so on have already ginned up an organization that's a growing thing and you can see it. Whereas, the Carillon isn't yet.

Beginning of Tape 3, Side A

Hinderaker: After Phil, I've got to mention Tim Hays. He came into the office one day and had the idea about The Press-Enterprise Lectureships. They've been superb lectures bringing tremendous people from that field to the campus.

Birk: Name some of those, Ivan, if you remember.

Hinderaker: Oh my. Katharine Graham and ... Katharine Graham, I remember at the cocktail party up at the house before and Michelle McClellan, who was editor of the Highlander. (Her father, by the way, had been a UCR professor who had gone to

Hinderaker: Dennison). Anyway, Michelle and I were talking and having a great time and Katharine Graham came along and said, “You’re the editor of the Highlander. You shouldn’t be that close to the administration.”

(laughter)

Birk: Another cute thing about Katharine Graham. Her son came.

Hinderaker: Oh, Don.

Birk: He was UCLA law.

Hinderaker: No, that was the other son, not Don. He was a lecturer later.

Birk: But I mean his son came with his girlfriend. His girlfriend was so sharp, we were all kind of taken with her. She came in a pantsuit, and in those days none of us wore pants. We’re all in to pants now, but she was just ahead of herself, very smart.

Hinderaker: Birk was impressed with her. Wonder whether they got married or not.

Birk: Yes. Helen Hays and I always wondered if he married her or not. We thought it would be a good deal if he did.

Hinderaker: Well, I mentioned Tim. And I’ve got to mention Jacques Yeager. Jack has been involved in everything on the campus practically from the Big C back in the first times to everything else. In fact, Boyd, Hays and Yeager are the ones that usually have the “b” on them ...

Birk: Money.

Hinderaker: before anything else. John Babbage. John was a great help. He had been a legislator. Judge Gabbert also in the founding. V. W. Grubbs, do you know that name?

Erickson: Yes.

Hinderaker: Well, let me tell you a story about V. W. (pause) This is Watkins House where Charlie and Judy (*Field*) were married. Anyway Watkins House was sitting in disuse for a while. It was supposed to be for religious purposes, and the Catholics were having mass over there in the main room.

Watkins House had two big portraits, one of Anna and one of Gordon Watkins on either side of the fireplace. Big portraits.

Hinderaker: Lo and behold the Catholics who were having mass over there decided it probably was a distraction to the mass and moved the portraits to the back.

V. W. Grubbs, who was Chairman of the board of Watkins House heard about it and was really very unhappy, No. 1. And the second thing was ... you know I told about the flag at half mast and this minister and a group of students had pulled it down. Well, they ginned up their plot at Watkins House, and V. W. was about ready to get rid of this. So he said, "Would the campus accept it if we gave it to the campus?" "We sure would." So that's how Watkins House was given to us.

Jim Wortz and Peggy and Art Littleworth was on the school board. Best, Best and Krieger: Bill DeWolfe, very heavy; Charlie Field, my God, in everything; a lot of alumni people, CUC presidents, every one of them.

It's also interesting ... Athletics. Athletics tends to produce people like Frank Lindeburg who relates very closely to the community, it's a part of him.

You might find somebody in the Classics that doesn't spend a lot of time with somebody in the community but a guy like Lindeburg does.

Or take in agriculture ... The agriculture people, especially the applied agriculture, are attuned to interacting with people outside the campus.

Hinderaker: But we didn't have a Jim Erickson at the time. Basically, it was these people and the Phil Boyd that was doing much ... beyond everyone of them, he was organizing. He would see things and make suggestions.

Birk: Well, Phil was a doer. Do you want to tell a little bit about Phil?

Hinderaker: Well, do you know about Phil when he came out from Indiana?

Birk: He was the first mayor of Palm Springs.

Hinderaker: He had tuberculosis.

Birk: They were the first white couple married in Palm Springs.

Erickson: Oh, is that right?

Hinderaker: He came out and had TB and was apparently at a sanitarium in Beverly Hills. He went down to Palm Springs one weekend and liked it so much he called his doctor. "Can I stay longer?" The doctor said, "You might as well." The implication being he was probably going to die. He stayed and became the Executive Director of the Chamber of Commerce down there. He was the guy who organized the city council of Palm Springs and became the first mayor.

Birk: He gave the land ...

Hinderaker: Oh, he gave the land to the Living Desert Reserve, and he gave the University of California Desert Research Center up above it. You probably know all of this, but Phil was absolutely key. So that's roughly the relations with the community.

Bob Bingham is the one that got the California Museum of Photography started. Ed Beardsley worked with him.

Birk: Monday Morning Group. You might tell ...

Hinderaker: Monday Morning Group. I think Jim Krieger was the President of it the year I was invite in.

In Athletic Grants, Jim Pitchell was a key guy in contributing money.

Also Fred Jennings who, as a member of the Riverside Foundation Board, generally saw fit to get the board to contribute \$5,000 to athletic grants and so forth.

Birk: Pitchell. We would see him at basketball games. We would go to every local game.

Erickson: You did. You went to all the games, didn't you?

Birk: Oh, sure. Basketball particularly.

Hinderaker: My feeling relating to all this stuff was that given our problems with smog and not being an ocean campus, the thing that would really determine how we got along was whether or not students loved it. And one of the ways was to be at basketball games and certainly football games and things like that. And I knew a lot of students. You know, we could call each other by first names. That's the way it went.

Birk: Freddie Goss was there in the early days as basketball coach.

Hinderaker: Freddie was about the first Black coach anywhere.

Birk: Yes. And we'd all shout out, "We're ready, Freddie. Start the game."

Hinderaker: Bill Helms was the first Chancellor's awardee in music.

Birk: Well, Ivan. Tell also about establishing the Chancellor's award for dance.

Hinderaker: The grants for athletics, we tried to get some grants going for fine arts. In fact, Stefanie Gillarand was one of the first dance awardees who ... I think she's on the faculty at Irvine now.

Hinderaker: Bill Helms was the first music awardee. We raised some little money through CUC and the Chancellor's Ball. All the Chancellor's Ball money, if we made any, went to the Chancellor's awards in the Fine Arts.

Again, this was to make another group of the campus that was involved in the life of the campus to make it a more enjoyable place.

Birk: Also interest them in coming to campus.

Hinderaker: Yep.

Birk: To apply for the grants.

Hinderaker: Oh yes. That even brought football players. But anyway, you had to buck quite a bit of feeling against grants for this because students said, "Well, look, if you bring in these experts in athletics and fine arts, then we won't be able to compete." We had to buck that! But eventually it all worked out.

Birk: Tell about Monroe Lippman.

Hinderaker: One day ...

Birk: Do you know that name at all?

Erickson: No.

Hinderaker: Monroe was the Chairman of the Department of Theatre for a while. Anyway Carlo Golino came into my office one day and said, "I've got just the guy to be the new Chairman of the Department of Drama."

Birk: From Tulane.

Hinderaker: And his name is Monroe Lippman. I said, "My God. Monroe's mother lent Birk \$20.00 to start Junior College back in Hibbing, Minnesota.

Birk: In 1933. He brought drama to us, really good. He was into musical comedies and things too.

Hinderaker: That's kind of the thing that's gone so big at Irvine.

Birk: On the graduate level.

Hinderaker: Ok now.

Erickson: Let me go back to one thing. We were talking about community leaders. Would you tell the connection you had with Mead Kibbey and the Museum of Photography?

Hinderaker: Ok. I got a call one night from Cliff Docterman, Sr. in the President's Office. His call had been *generated* by Marj Woolman, the Regents Secretary. The call to her had been *generated* by Mead Kibbey, who was a man about town in Sacramento, and he knew about the camera collection at UC Riverside Museum of Photography.

He wanted to get in touch with the Chancellor because the Chancellor might be interested in a gift of the *Keystone-Mast Stereograph Collection* to the California Museum of Photography. Kibbey had pretty much been working on trying to get the Mast family to give a university their collections.

So I called Joe Deal who was in the faculty, and he said it would be great. I called Ed Beardsley who was up in Oregon and he said, "I'd give my soul for it." So the next thing you know, Joe Deal and I were in Mead Kibbey's office in Sacramento.

It was out of that that the California Museum of Photography came along. It's a long story that I think was being written up in the Fiat Lux about how we got it from Allegheny, Pennsylvania away from Allegheny College.

Birk: You had to research where some of the heirs were traveling in Europe?

Hinderaker: Yes. One of the heirs had to sign off on the Power of Attorney. She was a young woman who was traveling in Europe. And then we had to get insurance for the trucks to haul these glass plates across the country. Frank Bailey pretty much made those arrangements.

Birk: Different state requirements.

Hinderaker: Yes. Different requirements. But it makes a very interesting story. But I am not the one to tell that one.

Birk: He'll be here in September when they have their 25th probably.

Erickson: Would you talk about the most important campus developments in your fifteen years?

Hinderaker: Ok. (pause) The most important development was to somehow keep the campus alive. What I have said earlier now suggests that it was difficult. Now assuming we could do that, then the most important thing was transition from the liberal arts college goal to a general campus of the university. In other words, to help create a launching pad for the developments that are to follow.

The most important developments then, I think the development of positive student attitudes. I think there were a lot of negatives before that time.

Another was the integration of agriculture to the mainstream, and that has been very important for the development of the campus right now. In fact, the integration of the physical sciences and agriculture and biology and so forth puts UCR in a position which is really quite advantageous in relation to a lot of other campuses that didn't have the chance or didn't dare to do what we did at the time of the creation of the College of Biological and Agricultural Sciences. In fact, the committee that made that report said there are a lot of campuses that would like to do this but for some reason are not able to do that.

Hinderaker: And then also getting the Graduate Programs going and the distinction level that is on the way now.

And then the professional dimension getting the professional schools. Education was easy, but the School of Management was extremely important. I still think the Business Administration program undergraduate is extremely important.

The Biomedical Sciences Program. All this, while maintaining a strong undergraduate program and a student-friendly campus.

Before we finish here, I want to read something on that subject?

Erickson: I was going to talk about your decision to retire, so why don't you go ahead.

Hinderaker: This was printed on the Commencement Program in 1971. It read:

I hope that UCR will be a place where you will discover for yourselves a consuming interest if you haven't already found one. Where you can enhance your capacity to strive for excellence, to respect yourself as a human being, to feel that what you try to do is relevant to yourself, not just economically relevant but socially relevant and spiritually relevant. Some might call this self interest. It is. It describes something about ourselves of which we should not be ashamed. We do need individual incentive. Not much can happen without it.

I hope that UCR will be a place where you find people will care about you and where you can enlarge your capacity to care about other people. An institution made up with students, faculty and administrators who are committed not in a token sense, but in an all out sense to try to provide genuine opportunity for all who want to learn and to build, for all who want to earn the respect of others, for all who want to feel pride in their person and in their heritage.

Hinderaker: I hope that UCR will be a place where you will grow to care about the institutions of our society, not in blind acceptance of everything about them, but through asking the questions which need to be asked, through your own evaluation of institutional strengths and weaknesses, through learning how to use these institutions to accomplish worthy objectives.

UCR is dedicated to you. I hope you will utilize this campus to the fullest for the benefit of yourself, our society and the world.”

Erickson: That’s very nice.

Hinderaker: That sort of capsulizes what I was trying to do.

Erickson: After such a distinguished career at UCLA and Irvine and Riverside, what was it that made you decide that it was time to retire?

Hinderaker: Well, I had originally thought that in about ten years you could do everything and then it would be time for someone else. But my ten year period was 1974 and the smog problem was at its worst height, the enrollment problem was very heavy, the budgetary problem, we were losing faculty and so on. And every place we went they were saying, “My God, is the campus going to close?” I felt burned out.

I talked to President Saxon in 1977 about retiring then, but both Santa Cruz and Santa Barbara were open at the time, and he said, “Please don’t do it.”

But I did go in 1979. It was time for somebody else. And then it’s true that Walt Ingalls and Bob Presley had sort of arranged for sort of a let down and got me named me to the California Transportation Commission.

Erickson: Oh.

Hinderaker: So I served on that from ‘78 till ‘84. Both Presley and Ingalls ... Presley was Chairman of Senate Transportation and Ingalls

Hinderaker: was Chairman of Assembly Transportation. (pause)

Well, I'll tell you some more here. Jerry Brown was Governor, and the Transportation Commission was just being organized. It used to be the Highway Commission, and it just so happened that there was a woman by the name of Adrianna Gianturco who was head of Cal Trans at that time in the Brown administration.

Birk: She had been Jerry's classmate ... not a roommate.

Hinderaker: They had lived at the International House at Berkeley.

Birk: At Berkeley, yes.

Hinderaker: Adrianna was not liked very well by the highway people, but anyway ...

Birk: She was a strong woman.

Hinderaker: She was a strong woman. Anyway, setting it up, the first person recommended from Riverside was Bart Singletary. And Bart would have been superb, but the Governor objected to Bart on the grounds that he was a real estate man and would have a conflict of interest.

Adrianna and the Governor wanted Kay Cenicerros. Ingalls wouldn't buy Kay on the grounds that she was too much of an environmentalist. So they were sitting in the Governor's office trying to decide if there was going to be a member from the Riverside area on this at all, and a staff member (a UCR graduate) said, "What about Ivan?"

(chuckle)

So that's how that came up, and then I was at a Regents meeting and Dave Saxon, the President, came up and said the Governor wants you to talk to him right away. I said, "What in

Hinderaker: hell does the Governor want me to talk to him about?" Well, he said he called me (Saxon) to ask whether it would be all right if Brown asked me to serve on the Transportation Commission. I finally tracked Ingalls down and said, "Walter, what's going on?" He said, "We'll shoot you if you say no." Anyway, that's how I ended up on the Transportation Commission. Six years. It was interesting.

Birk: It was also an interesting makeup of the Commission. Typical Jerry Brown.

Hinderaker: Typical Jerry Brown, a good assortment of women and ethnic groups.

Birk: It was still like a family, and it was interesting. They knew nothing about transportation, so they all learned a great deal. And Mike Evanhoe was the ... what was ...

Hinderaker: He was our Executive Director.

Birk: So he schooled them. In fact, we saw Mike this past week. We hadn't seen him in ... what fifteen years? And he was here.

Hinderaker: He's head of Transportation in Santa Clara County. Well, anyway, transportation is done and ... go ahead.

Erickson: Well, you've been gone for nineteen years as Birk said. How do you feel about the campus today and its direction?

Hinderaker: I think that the campus is just coming superbly, and I hope that those of us who have gone ahead have helped create a launching pad which made possible, what I regard as a tremendous development.

You know, just the last few years have been sensational with the School of Management and Engineering and all of these other things.

Hinderaker: Enrollment has stabilized, and gone more than stabilizing, the qualitative honors for the faculty have come through in a major way.

The professional schools I mentioned.

Fundraising has become an important thing in this day and age, and I don't know of any place given the situation and so on, that has done any better than you have.

Hinderaker: I think UCR is a first-class campus of the University of California now, and it is going to go on to be ...

Birk: Greater glory.

Hinderaker: ... even more of a first-rate campus. Greater glory, yes. Yes.

Birk: Ivan, tell what you thought about the job after fifteen years. How you liked it and so forth.

Hinderaker: I enjoyed it.

Birk: I know you did.

Hinderaker: And I enjoyed working with the students. In fact, I had a great staff: Charles Halberg, then Ad Brugger, Norm Better, particularly during ...

Birk: The early years.

Hinderaker: ... those key years. And then Al Miles and so on. We interacted pretty good with them. In fact, one of the faculty member's comments in one of the newspaper articles when I retired was that she didn't like me very much but the students for some reason seemed to do it. (chuckle) And furthermore, the student part never would have burned me out.

It was the smog business, the enrollment business, the things that you almost couldn't do anything about that burn you out.

Birk: Ivan, give an example of Rosa as a student.

Hinderaker: Oh, Rosa. Rosa DeAnda. (to Jim) Have you met Rosa up at Sacramento? She was counsel to the Assembly Education Committee.

Jim: Yes.

Hinderaker: Ok. Anyway, Rosa was the external coordinator of the student government one year. She was very active in Chicano things.

Birk: She went to Regents meetings.

Hinderaker: She went to Regents meetings and so she's dealing with these Chicano guys from other campuses of the university. Some of the chancellors were having very nasty times with some of these other guys. Here I come through the lobby of the administration building and Rosa throws her arms up ...

Birk: (imitating Rosa) "Ivan!" You know, with all these other chancellors looking on.

Hinderaker: Anyway, Rosa got married to Rod who was a staff member in agriculture, and then he had a heart attack. That was difficult, although he did survive. Then she went on and got a master's degree in Administrative Studies and then went on to a very good job in Sacramento. The university office knew her very well and she was sort of a liaison for the community college with the university and the state colleges for a while.

So every time Rosa comes down here to Southern California, she calls us up and we take her out to dinner.

Birk: She calls and says, "Rosa here." She's always a delight.

Erickson: As you know, UCR has made a decision to go to Division I in Athletics. I wondered if you would talk about your thoughts on that and also your decision of dropping football.

Hinderaker: Well, I'm glad you put the two things together, and I'll take one of them.

Erickson: Ok.

Hinderaker: On dropping football, that was one of the most difficult decisions I had to make, because I think football in the fall is so important to the spirit life on the campus. We were ginning up a lot of football spirit as we went along. In fact, we added the stands, you know, that are over there now used by the high school people.

But we came to a situation where the total income from gate receipts from football was about \$6000.00. We weren't getting enough from the community for football. We were getting too good for Division III schools in Southern California so you had to go elsewhere. Other campuses like Fullerton dropped football, Long Beach State dropped football, Irvine never got football. That was part of the problem we faced. Football, unless you are ... say the UCLA level, you just can't afford it, because it would have destroyed practically most of the rest of our men's program.

And as far as Title IX with women, we wouldn't have been able to do what you should have with Title IX. So I dropped football.

Now, one alternative would have been to downgrade from Division II to go back to Division III, which we had previously been. Trouble was that if you downgraded, then all the players on your team would not be able to transfer without prejudice. Frank Jordan, our place kicker, for example, transferred right to USC and became SC's place kicker that year and the next year. You know, you just couldn't do that to the kids who were playing. Basically again, football is just too damned expensive for a small institution.

Birk: Also, the community does not support it. They have loyalties to SC, UCLA.

Hinderaker: You are right, Birk. Yes. Yes. And also (pause) Sometimes some of the people in the community like in football are such enthusiasts for it so it does not do credit to the high pristine academic quality of an institution like UCR.

We had great support from a small group of people, but in the long run they couldn't do it, and we couldn't do it. Van Perkins laid out all the budgetary facts of life, so I went to a meeting of the football team and told them. And this was totally in the cold as Bobby Toledo has said. He didn't have a clue that this was going to happen until I ...

Birk: But Bobby did all right.

Hinderaker: Bobby did all right. He sure did. The trouble was that if you were going to make that decision, you had to make it and there had to be no possibility of changing it. Because once you throw that out and start wobbling, then you've got trouble. So I think that I had to do what I did, and I regret having to do what I did, but that's the case.

Now you asked about Division I and now. I leave that totally up to Ray who is the present chancellor. One thing you learn. I was very pleased that my predecessor Herman Spieth left town and went to a job up at Davis.

Birk: We left.

Hinderaker: We left town and I hope that I wasn't in Tomás way or Rosemary's way or Hullar's way or certainly Ray's way.

Birk: We stay out.

Hinderaker: Furthermore, you have no advice to give because ...

Birk: Everything's different.

Hinderaker: Everything's different.

Birk: Every chancellor coming in has a different group of things ...

Hinderaker: Different opportunities, different group of problems. Yes.

Birk: Nothing changes, nothing stays the same.

Erickson: Why did you decided to write your book?

Hinderaker: For fun. You know, when you are retired you can't just sit around all day.

Birk: Sounds good.

Hinderaker: And I've got some yard work I could do for an hour a day, but really I did it for fun. I have sort of been held up for about a year or so since I did those (referring to his already-completed chapters). But I'm about to get going.

Birk: I think you might have got him back in the mold again.

(laughter)

Hinderaker: I'll just tell you one thing you may have missed this. But I am dividing my chapters into three parts. Part one was seven chapters and deals with the kinds of problems and opportunities one would have expected if UCR and colleges and universities generally had been functioning as before the 1960s would have been regarded as "normal time."

Part two deals with UCR reaction to fifteen years of "abnormal forces" set in motion by the Free Speech Movement, demonstrations at Berkeley beginning in the fall of 1964.

Part three in even more of a preliminary stage is being reserved for whatever doesn't fit in the first two parts.

Erickson: When you are writing about something controversial though in subject, how do you make a decision on whether or not to include people's names or how do you handle it?

Hinderaker: Well, that's a very good question because obviously I have included some names like Mack Dugger, Dean of B and A, and yet there have been other cases where I haven't included names. I guess my answer to that is that personnel actions should be confidential and remain confidential.

I'd like to tell one more story here.

Birk: Off the record? Or on the record?

Hinderaker: On the record. I hope that I won't be embarrassing anybody or anything. When I left in '79, I had made all the decisions I had to make and all the personnel actions. And Marv Nachman was the Vice Chancellor for Academic Personnel at the time and he brought to me a message saying the last three that you haven't decided all have negative recommendations from the Budget Committee.

Birk: All are women.

Hinderaker: All three were women. I happen to respect all those women, and I happen to think that if I disagreed with the Budget Committee, going back to Harry Wellman saying disagree 20% of the time, that in the long run, I would be right and the Budget Committee would be wrong. One of them was June O'Connor from Assistant to Associate. Another one was in Education. She's a Chicana in Education.

Birk: Ortiz.

Hinderaker: Flora Ortiz. Balow was on his knees in my office saying, "If you make this appointment, I will guarantee that this will be good in the future."

The third one was Jackie Heywood, who was History. She already had tenure. It was a step increase. She was Black. She had helped out in stabilizing some of the problems in the Black community. So I left with those three decisions. One of the members of the Budget Committee resigned. Another one, a good friend of mine, wrote a nasty letter. Every time I see

Hinderaker: Flora or June ... I don't see Jackie Heywood any more ... but I just feel so good.

Birk: And we think they know. We aren't sure if they know it or not.

Hinderaker: Oh June knows.

Birk: Does she?

Hinderaker: Oh sure. I'm sure Flora does, too.

Erickson: Well, is there anything else that I haven't brought up that you ...

Hinderaker: I don't know what else. I could go find other stuff, but you know, you can't stand any more.

(laughter)

Birk: Ivan, do you realize it's a quarter after four?

Hinderaker: No, I didn't realize that. Frankly, I've enjoyed this. Yes, I've enjoyed it, talking about a batch of things.

Birk: It's down memory lane.

Hinderaker: Now this thing I will sign (the legal agreement for the interview). And now Birk, you can have some ...

Birk: I'm wondering if they want to take time now. You've already had a long day. Do you want to come back another time?

Erickson: I want to do whatever you want.

Hinderaker: Oh, she's ready now.

Birk: I'll speak for myself.

Erickson: Ok. You speak for yourself.

Birk: But I just want to know. You know, you've had a full day.

Erickson: No, we're fine.

.....

Birk: You want to ask the questions?

Erickson: Yes, if that's all right? Well, tell us first where you were born and a little about your mother and father.

Birk: Ok. I was born in 1915 on a homestead in Montana, birthed by my father and a later-arriving doctor on horseback.

Erickson: Oh my goodness.

Birk: And they stayed about two years and, of course, failed. If you know that time in Montana and homesteading, they advertised all over the world for homesteads, and the railroad companies, of course, were putting a railroad through, so that was a come on for people to make their fortune. There was nothing there. It was arid. Nothing grew. Winds. Dry. So, anyway, they stayed two years.

Then they moved to Hibbing, Minnesota where my father was in business until the Depression came, and then he lost it all. I was raised in Hibbing from kindergarten through junior college. Hibbing was an iron ore mining town of 12,000 people with the largest open pit mine in the world, they said.

They had rich ore, and the mining company paid 90% of the taxes in the town. They had paved alleys, municipal heat, a high school dedicated by President Coolidge. (He passed by our house). It (high school) was a brick castle with turrets, it had cork floors a telephone in every classroom, a pipe organ in the auditorium, swimming pools, murals on the walls. It later

Hinderaker: became a depressed area when the rich ore ran out. They had to get ore out of taconite. Then people left, no jobs and so forth.

When I went down to the University of Minnesota, I thought, "Gee, this place looks crummy," after coming from this rich area. They still give tours of the high school today. I think it was dedicated in 1927. My education was at the University of Minnesota. I majored in Statistics.

Erickson: Is that right?

Birk: I had gone to junior college with a major in math and a minor in languages. But the only jobs for women in those days was to get a job teaching in a small town and that didn't appeal to me. I had been in a small town. So I wanted the practical application of math, and in those days, my advisor at the university suggested the business school with a major in statistics, which I did. Lacked a little, didn't give me much probably, but anyway I majored in that.

I worked my way through waitressing in the dorm, the switchboard, I did campus research projects. I did graduate work in Psychology and Personnel. And then we were married until Pearl Harbor happened. So I did graduate work for about a year and a quarter.

I was working for the Minnesota Taxpayers Association. I briefed bills in the Legislature, so I could sit up in the balcony and watch him (Ivan) down on the floor. So that was fun.

Erickson: Uh huh.

Birk: Then after Pearl Harbor, we went to Washington, DC, and we both took jobs. Ivan worked in the Bureau of the Budget and I was a Classification Analyst for the Federal Government. I worked in War Manpower Commission which went from 0 employees to 50,000 overnight. You know, this was war time.

Erickson: Yes.

Birk: So I was there until Ivan enlisted in the Air Force and was called up. And then I again did it in Wendover, Utah where we were stationed.

After we moved to California and Ivan was at UCLA, I taught classes in self improvement for women at the Hollywood Y and the LA YWCA and others.

I did some lecturing in women's groups. I had taken courses in self improvement and writing and landscape design, interior decorating along the way.

Birk: And then you asked about ... Are you going to ask me questions?

Erickson: Well, I'd like to go back just a little bit to your living in the Depression. What do you remember about that, Birk?

Birk: My father lost his business. Took a job ... The local city would have jobs for men unemployed. You'd work a week maybe out of a month. You would do different things, so my father did that.

I remember things like ... he would bring home over ripe fruit and I just remember ... you know you have vignettes of things. You were very frugal. You didn't buy anything. There wasn't any money.

Once I remember buying a little statue at Christmas for 50¢. I wanted to give my mother a gift and saw a little statue of copper, I guess. It looks like a Puritan woman. I just remember doing that. And another Christmas, I remember having some pictures duplicated, little snapshots duplicated as a gift. If you don't know, Depression days, there's not ...

tape ran out

Side B

Birk: I remember helping some of my mother's friends washing floors—you know, doing menial jobs wherever I could do that. Or babysitting. Something like that.

As Ivan mentioned, to go to Junior College, my Sunday School teacher called—Mrs. Lippman and said, “Do you plan to go?” And I said, “Well, I want to go to Junior College, but I don't have the money.” And she said, “How much?” I said, “Twenty dollars.” And she said, “Come and get it.” So that started me and then I got a job working for the supervisor in the school.

To get a school job, you had to go to the school board and talk to each member to see if you could get a job, which I did. And I was able to get this job, so I worked in Junior College while I was there correcting papers, giving tests, that kind of thing for the supervisor, who had come from the University of Iowa and was “hot” on giving tests to students. The students didn't like him too well.

Erickson: I find it so interesting that you were in math in school, and that you have all this artistic ability--and that doesn't always go together.

Birk: I don't think I have particular artistic ability, and I never did think I did. I have an appreciation.

Erickson: Well, you have an appreciation and a “sense” of it.

Birk: Well, that's nice. I am appreciative. I really like ... and I'll get to it later when I get to the artists of the house. That was an interest of mine particularly.

Erickson: Did you take any classes at UCR from the faculty?

Birk: Yes. I took one class in Extension. And I was a duck out of water. It was a course in poetry. They were all writing verses against politics and against this and against that. I was writing good things about life and nature. (chuckle)

Birk: And the thing that was said about me was that I was lyrical. And that was bad. Lyrical was not “in.” But it was interesting, and they were all young kids. Anyway, I did it.

You asked about the poetry. Is that what you want to ask about?

Erickson: (Nodding)

Birk: I suppose in coming to, you know, being Ivan’s spouse and taking on this job, I needed some self expression. I needed some kind of substance for myself. It wasn’t enough to be his wife and our son’s mother.

And I knew that if I agreed and accepted this role that there had to be something for me. I was sort of crying on the inside. There had to be something that was especially me.

I was always interested in writing, though I hadn’t done very much. And in the poetry, I would come down here (to the beach).

I would like to interject that one of the most important things about our years at Riverside was that on Sundays we came down to our own house. And that separation from the job and the togetherness down here was kind of the glue that kept me going. And it also gave him a break from being on the stage all the time. I think some of his best thoughts and ideas came while we were walking—we did a lot of walking. We’d go out for an hour for a walk before breakfast, come back and then on Sunday, he would go to the desk and do desk work, and I would go to gardening. So it worked out.

Anyway, once I set in my mind that there had to be something for me, I would come down here ... let’s say on a Tuesday morning and go back on a Wednesday afternoon. Some days, I would sit in a chair there in the living room and poetry started coming. It just sort of flowed out like water. As fast as I could write it down. It’s as if it was telling me something, that this might be something that was me.

Erickson: What inspires you to write? Is there a favorite subject?

Birk: No. I think sometimes I'll be reading something and one statement might just trigger something. Sometimes a verse comes complete and then I'll mull over it for months and then maybe change a word or two. But when it rolls, it comes very complete. Sometimes it comes to me. It's as if I'm not doing it, but it's coming through me. I provide the space for it, and I'm just available. It's interesting how it works. And I think it's like artists as I'll talk later about the artists at the house.

Birk: But I think that ... like Abby. I don't know if you knew that name as an artist in Riverside?

Erickson: No.

Birk: Well, Abby must paint. It's not as if she does it, but it comes through her that she has to do it. And I think the artists I know, it happens that way. You can't explain it. It's a mystery.

(to Jim) Just like when you probably are giving a speech, it starts flowing. And it's bigger than you are. You say, "Oh, did I say that?" You know, I mean, I think you have that feeling.

Erickson: How did you and your son Mark produced the cards that you did? How did that idea happen?

Birk: It's interesting. Most of Mark's pictures that we have used were taken when he was in college or before that. It was that period of time when he was between 17 and 21 or something like that. He was very interested in photography, and he was doing some color photography. His wife said that I write verses like Mark takes photographs. And sort of the idea came.

Always before that in our Christmas cards or New Year cards, we had taken some quotation and done our own in some way or another. And that idea sort of stuck.

I had written a verse called, "Age." A friend of mine was having a birthday and asked me to write a verse for her

Birk: birthday. It was one of my first verses, and I think it's probably one of the ones that people like particularly. And that was one we put on the first verse. I think that was in 1972 or '73... I have it written down some place and I forgot to put in here ... that we put our first verses together.

So for seven or eight years, all the pictures that are on those cards over there are his pictures and my ... we'd chose a verse of mine. Or I'd write for it, whatever.

Erickson: On the campus, what did you think about the aesthetics?

Birk: Oh, I think it's one of the most beautiful of all the campuses of the University of California. I think to have the space and the amount of grass and the beautiful trees—I think it's a beautiful campus.

Hinderaker: If I can interject?

Birk: Yes, please.

Hinderaker: George Vernon Russell was the consulting architect for the campus, and he has to have a lot of the credit for the way it shaped up. There were ... what, six or seven buildings that came on line right about the same time, and he got all the architects together and said, "Ok. Now work out some common theme here." And that's one of the reasons it ties together so nicely. You really appreciate it when you go up to Davis, which sort of looks like "prison modern." Remember George?

Birk: Oh, yes, George. It is a beautiful campus. Those original buildings were really very attractive.

Then you asked about the Affiliates. Is that what you want?

Erickson: Am I correct that you started the Affiliates?

Birk: Yes, I had been a member of the Affiliates at UCLA, and I had long felt that there was a need to have such a relationship with

Birk: community women to campus. In those days there wasn't an idea of donors or support, it was just to have a relationship, and UCLA had had a very active group. They were very strong, much stronger than their faculty women's club or anything else. And they had women of the community who were "doers" and it was a very interesting group.

Erickson: What would you say was the mission of the group?

Birk: What was the mission? Really just a relationship. I think a lot of community women, particularly, didn't get on campus.

Birk: Maybe some of the men would have meetings or something, but women did not get on campus. And just to be familiar with it, to have a relationship so that they could kind of understand what it was. I remember Stahrl Edmunds was one of the first speakers. And Jim Pitts was on the first meeting.

Erickson: How did you actually start the group?

Birk: Well, the idea was mainly to relate to community women, so I think I probably had maybe Dorothy Boyd and some of those tell me what women were active in the community. In our own campus, Betty Earley helped and Jean Gillette. And then Edna Lockhart was a local community person, and Francis Hunter and Marie Stone, and it was Jean Adair Wortz at that time. So that was the group that first started. We got lists of women in the community who might be interested, mainly the community women made the list because I didn't know any of them. So then we sent out an invitation to them.

Erickson: And so you would always have a distinguished professor from campus to lecture?

Birk: Yes, uh huh. Something like that.

Erickson: Did you always have luncheons?

Birk: No, they were coffees. The first one was November 2 in 1970. There were 250 women that showed, so that was big. We would have coffee after, I think. UCLA did that too. After you

Birk: would have the coffee. That was the time that you mingled with each other.

Erickson: Where did you hold that?

Birk: It was in the Multi Purpose room, which is no longer. Now there's fast foods and so forth, you know, adjacent to the dining room. What do you call it—conference room?

Jim: Commons.

Birk: Oh. It was in the Commons, but did they call it a conference room?

Hinderaker: Yes. You mean the one on the side by the trees with the pear blossoms? I forget what we called that.

Birk: It's no longer there for that use, anyway.

Erickson: Would you talk a little about the inauguration? I know Ivan talked about it earlier, but did you help with the planning of it? Did you have certain ...

Birk: Ivan's inauguration?

Erickson: Yes.

Birk: Not I. (chuckle) No, everything came out of Ivan's office. They told me what I was to do.

Erickson: Oh, you didn't ...

Birk: No, I didn't have to do the dinners or anything. All I did for the dinners in the House was to make the flower arrangements, and that was my choice to do them rather than buy them. So I'd go out into the garden and pick out what I wanted. Out of his office came the date and how many and who was invited.

They would bring the place cards home ahead of time so I could put them out or something. The campus food service did the

Birk: House at that time. Mr. Chermak was such a good chef, subsequently things got kind of ordinary, but while he was there, they were very nice and very interesting.

And the pattern would be ... I called myself “The filly in the foyer.” I would greet people coming in and they would go upstairs for cocktails. I would wait until everybody was there, and then I’d go up to tell them it was time to come down for dinner. I’d ring my cow bell and tell them to come down to dinner. That was our pattern.

Sometimes you (Ivan) would be getting some more liquor to take up, and we would meet in the foyer, and I’d say, “Isn’t it nice to be together alone?”

(laughter)

Erickson: That was your only chance.

(more laughter)

What were some of the other things that you initiated?

Birk: Let me first go back. When we first arrived there was very little furniture in the house. The dining room was complete. It had tables and chairs for 42 guests. There was nothing in the living room except the carpet was in—it was a gold carpet. Upstairs I think there was some kind of sectionated group. But my job was to furnish the house, to chose the furniture for the house.

Erickson: Were the Spieth’s actually the first family to live there?

Birk: That was true, was it not?

Hinderaker: That is correct. The Spieths were involved along with Clark Kerr and the people in the President’s Office in the design and plan of the building. It was built privately however and sold to the university. Fred Jennings was the person who built the house privately. It was all designed by Evelyn Spieth and ...

Birk: And Kay Kerr. Let me talk about the design of the house. I remember being outside and some child going by and saying, “Do you live in that mortuary?” And then somebody else said, “Do you live in that motel?”

So the house was what you call very institutional, two rooms and a study in the back for us (two bedrooms and a study). And there was the upstairs room, and there was a dining room downstairs and the living room. The kitchen was very institutional. There was no place to sit. It was sort of row on row of cabinets, you know. Riveras later put the room on outside, you know, they built that on. We had a little bar to eat on when we were alone.

Birk:

Hinderaker: (chuckling) Yes, I forget where we ate.

Birk: Anyway my first job was to decide on the furnishings of the house. Luckily, a couple of years before, I had taken a course in interior decorating. I was trying to remember her name, and I looked up some old calendars, and it was Mrs. Woodbridge from UCLA Extension. So I called her and said this is what I had to do.

I arranged to meet her in LA about five different times. Each time we would go into a different showroom. The first showroom we went into in a decorator area in LA (I’ve kind of forgotten some of those names), I found everything I wanted in the living room. It was one of those things where I walked in and said, “I’ll take that, that and that.” There were a couple of davenports, four chairs around a coffee table, another coffee table, a sofa-back table, a bench ...

Well first of all, in interior decorating you decide on the adjectives you want to express in whatever you have. The adjectives to work with this house would be to make it comfortable ... I had it written down here ...

Hinderaker: You wanted warm in there.

Birk: Warm, comfortable and interesting. So the colors would be the warm colors, and this would relate to the citrus. The rugs were gold to begin with. So those are the colors we would work with, and then we had what furniture I had picked out, and then I would chose the fabric and colors for that. Then (I said five times) another time I would just go into LA and look at lamps. Another time I went in to look at the wallpaper. And then I'd go back to Riverside. It took a whole year by the time we began with that process to get the things on campus.

And then the thought came to me to make it interesting, to make it a gallery of Riverside artists, mainly women who would loan to the House to display as a gallery.

Now this is one of the most important things that happened to that house. It made it come alive. The one thing that I did all year personally was to have a luncheon for the artists at the House at the beginning of the year and have one in June at the end of the year so they could take their art for the summer because I wasn't going to be there. And we weren't having any functions in the House in the summer.

But the artists of the House became ... and there were some thirty women who supplied the House. I was looking on my calendars to find out how many really came to those artist's luncheons, and I found there were twenty six, twenty two or whatever.

So there was a group that would come. And this is fascinating, these lunches, because these artists knew each other fairly well or knew their names. We'd go around the table and they'd talk about what they were doing, what special thing they were painting or working on. Some were sculpting. It became such a wonderful thing for the House and for each other and relationships.

And the art in the House became very important because so many guests in the House would be people that we probably didn't know or were meeting for the first time or they didn't know each other.

Birk: A principle of relationships is to talk about the near at hand. I want to talk to you and I don't know anything about you and you don't know anything about me. What do you talk about? Where do you start? The near at hand is what you talk about, so the art became the near at hand. I would give them a tour of the art in the House, and then it just flowed.

Out of that, a lot of art was sold if they were for sale. If somebody saw something they liked, I'd just refer them to the artist. And then shortly after that, banks started inviting local artists to have displays in their banks. I think it came out of that—I don't know, but I think it came out of that interest in art.

Erickson: This is your signature, I would say, in that we always see you in blue. In fact, you are surrounded by blue. Has that always been your favorite color?

Birk: No, I didn't know that. You know earlier I probably went for the warm colors, but you see the sky is blue, the ocean is blue and I'm blue. It's something that came after I grew up and got older, I think. But to me there's no other color you see.

Erickson: It suits you very nicely, I'd say.

Birk: Well, I don't know about that, but it's a fact anyway. We're in to Florinda Leighton, too. She did the mural in the International Lounge. Taught art classes in her home, so she knew the artists, so she gave me names we could invite if we wanted to do that.

Hinderaker: That was a big deal in the sense that many of her people on the mural were foreign students in Riverside.

Birk: You know, she included them in the mural.

Hinderaker: This is in the International Lounge.

Erickson: Yes.

Hinderaker: On enamel and copper.

Birk: At the end of the first year, the furniture had come. It had to come before there was a Regents meeting on campus. I think it probably was in May of '65 that first year.

Norton Simon was one of the Regents, so I waltzed him around the house. He said that's the best thing in the House. (referring to a large painting on the dining room wall of the Hinderaker home). It was done by a student at UCR. It was in the gallery as student art, and I borrowed it for the House for this Regents meeting, and we liked it so well we bought it. His name was Steve Samerjan.

Hinderaker: He went to Santa Barbara from Riverside.

Birk: He said it was a landscape around Riverside. But I have always liked it because you can read in anything you want to with the combination of lines and color.

Then the guests in the House. Probably the busiest year was 100 events and 3000 guests and that probably was the year Ivan was making his transition so that ... (to Ivan) You had every faculty, didn't you?

Hinderaker: Oh. I've got a whole other story I didn't tell about here.

Birk: Well tell it.

Hinderaker: I can mention just briefly that the university switched from the semester to the quarter system. The faculty didn't really do a very big job as President Kerr had hoped they would do in reorganizing the undergraduate curriculum.

But basically they shifted semester hours to quarter hours and loaded, you know, more stuff into their courses. Well, anyway, Frank Way had done a study of retention rates on campus from the beginning up till ...whatever. UCR's retention rate was way low compared to national. In other words in terms of

Hinderaker: students who were there who went on to graduate. Something like 30% to 59%.

Birk: You mean left campus.

Hinderaker: They left campus, that's right. That was related to this business about being the toughest campus in the university. Because of the problem of the students when we went to the quarter system, they were all over loaded. We decided to talk about Frank Way's long-range problem and to do it in the context of shifting to the quarter system. We had dinners for the whole faculty in groups of about thirty, mixing up the departments over at the House and just talking informally about the problem of, "Look, we've got this tremendous turnover rate, I mean people leaving." And is it a problem and what should be done about it? We went through the whole faculty, cocktails and dinner.

Birk: That's where the 3000 comes in. 100 events in the nine months, that's the biggest. In looking at my calendars, I found that usually we had about sixty events in the house and almost 2000 guests. Well Ivan, you know, he's an entertainer. (pause) I found out!

Erickson: Did you have the community over, too?

Birk: Oh yes.

Erickson: The community and faculty together or did you do that separately?

Birk: I think both. Because some of the faculty were involved in community things, too. We had a lot of CUC things and sometimes the Art Alliance might ask to have a reception at the House. There was a policy, was there not, that it had to be university oriented? We didn't want the community using the house. I think there is such a policy.

Hinderaker: Well no, that was a policy we set. In other words, are you going to turn this group over to this group or to the PTA or

Hinderaker: whatever the kind of groups from the outside. That's what you're talking about, isn't it?

Birk: Um hmm.

Hinderaker: That was a policy we set.

Birk: But we did have some things with AAUW and Art Alliance and some others that would have meetings at the House. But if it was known that it was available, you know, you'd just be deluged with invitations to use it, so it was mostly UCR.

Erickson: I think one of the things that people most admire about you is that you are so strong and remain your own person. How were you able to do that in those years?

Birk: Having this house (at the beach). This is my base. I couldn't have done it without it. It was kind of cute ...

Hinderaker: A husband who likes strong women.

Birk: Yes, well I'm not a strong woman, but one of the nicest things that was said about me, I think it must have been at one of our last dinners. Dean Warren's wife ... I shouldn't say that ...

Hinderaker: Lynda Warren.

Birk: Lynda Warren said to me, "You know, Birk, I am leaving. I want to say something. You came in Birk and you're going out Birk." I said, "Hey, that's the nicest thing you could have said about me."

Erickson: You know what? We didn't ask how you got your nickname.

Birk: My maiden in Birkholz. I was named Evelyn Irene Birkholz, and I was never an Evelyn Irene. I was always called "Birky" in school or Birk, Birky mostly. But you marry a Hinderaker with four syllables, and you've got to be a one syllable.

Erickson: I see.

Hinderaker: She knows grammar, too. She knows syllables.

Birk: Four years of Latin.

(laughter)

Erickson: Well, is there anything else that you would like to say about your days at UCR?

Birk: Yes. I would like to say ... you asked about my enjoyments. They were always the people you meet. That's another glue that kind of holds you there, the people you meet.

And at the same time, the problem about that is you will click with certain people and you may never see them again. That's the problem. You meet a lot of people and you like them and you have rapport with them but there's no time continue to have a relationship.

Riverside was so friendly to us and cooperative. These were lovely people.

Hinderaker: Yes.

Birk: Very special people, people we had not known in our life at UCLA, and they embraced the university so generously really. And I'm not talking about money because there wasn't any money at that time to exchange, but it was just caring. They supported it even in the bad times as well as the good times. So that was one of the wonderful things about it.

One of the first things I learned in going out was that I like to be sort of a loose talker. I don't want to have my speech guarded. I found that one of the first things I said became ... everything became so meaningful. (chuckle) It just shocked me.

Birk: So I found that you have to be careful. Anything I said meant that he was thinking something, so I had to be guarded. And I don't like that, having to be guarded. I like to let it go.

So you find out that the friendships you have are more likely to be in the community rather than on campus. On campus it's too difficult, and people read into something where there's nothing to be read into. And there's not much time for close friendships anyway. But I suppose on campus, Irene Ruibal was the one on campus I knew best. And Helen Hays in the community. But it was more community oriented.

Hinderaker: I don't have anything special other than that. Do you have any other questions here (referring to the sheet of possible questions)?

Erickson: No, but I really do thank you so much. This has been a genuine pleasure.

Birk: Well, it's been fun for us.

Hinderaker: Yes, it's been fun.

Birk: I think it's always fun when somebody comes from Riverside and has some relationship with us and we can "yack" over old times. It's just fun.

END OF INTERVIEW

Text has been edited by Ivan and Birk Hinderaker.