

**Transcription of Audio Oral History Interview with
ROBERT W. GILL**

August 12, 1998

This oral history interview is being conducted on Wednesday, August 12, 1998, with the Executive Assistant to the Chancellor, Robert W. Gill.

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: Dr. Gill, would you begin, please, by telling us where you were born and a little about your family?

Gill: Sure. I was born in Waterbury, Connecticut, which is just outside the town where my father was teaching at the Taft School for Boys, a prep school in New England. He was teaching English and music there. I am the oldest of five children, born January 19, 1940.

My father then moved to Rochester wanting to make a little money and get a little financial security before figuring he was going to be drafted into World War II.

He started to work then at Bausch and Lomb Optical Company. The single men above him were getting drafted over top of him, and he was moving rapidly up to fill these kinds of vacancies.

Gill: He was married with one child, and then they were drafting married men without any children. Then my little brother had come along by the time they were drafting married men with one child. So he found himself with an occupational deferment for the war at Bausch and Lomb Optical Company.

Erickson: What was he doing there?

Gill: He ended up head of the Metals Department.

Erickson: metals?

Gill: Metals Department. So he was a buyer. Then after the war, he decided he'd go instead into sales, so he worked for a photographer's studio then for most of the rest of the '40s. But at the same time, he was very active in church work. He was an organist from his music background and also choir director and doing some work with youth.

He had an opportunity then to apply for a position actually as Business Manager at a large church in Los Angeles, the Immanuel Presbyterian Church.

In the time it took to get by train from Rochester, New York, to Los Angeles, an opening also developed for Youth Director there. It was a very large church with, I think, a membership of over 3500 and a staff of something like twenty. He took the position as full-time Youth Director.

So we were in Los Angeles from '50 to '53, and he decided then to go into the ministry. He went to seminary up in the San Francisco area, actually in Marin County at San Anselmo.

We moved up there in the summer of '53, so I started high school then up in Marin County and spent my first three years of high school at San Rafael High School. Then my father finished seminary and took a job in Missouri.

Gill: So I moved to Missouri and actually was graduated from high school in Missouri. I spent my senior year of high school in Missouri. My youngest brother was born when we moved to Missouri. He's sixteen and a half years younger than I am.

I went to college at Oberlin College for four years and then to graduate school at the University of Michigan.

Erickson: What did you study there?

Gill: All my degrees were in Zoology. I got my Master's and Ph.D. in Zoology at Michigan getting my Ph.D. in May of '67.

The first job I took then was at UCR as an Assistant Professor of Biology in Biology. Well, it was then called Life Sciences Department.

Erickson: In what year? I'm sorry.

Gill: That was in 1967. So I started officially on the payroll July 1, of '67. The end of June is the end of a year of employment at the university. Although since I was on a nine month appointment, I didn't actually report for duty until the end of August, because our school year didn't start until September.

I wanted to get started a little early getting my lab set up, and so on. But I came here in the end of August of '67. So I've been here now over 31 years.

Erickson: That's amazing. Bob, first of all, what interested you in science? And then how did you know about UCR?

Gill: Well first of all, my interest in science came from as a kid I collected tadpoles and watched them metamorphose into frogs. And I had a huge snake collection as a kid in high school, so I was always interested in biology or zoology.

Gill: I also worked for two years my last year in California and my year in Missouri (my junior and senior years of high school) for veterinarians, and I got a lot of exposure to animal medicine then.

I decided I really wanted to go into medicine. That was what I went away to college for. And at that point, I was quite

involved in the Presbyterian Church, and I actually went away to college to become a medical missionary, but I got less interested in the religious dimensions, more interested in the science.

So over the course of a couple of years in college, I decided that rather than going into medicine, I really wanted to go into graduate work in ecology. So that's what I applied for at the University of Michigan and was accepted for. My degree is in zoology, but my focus was really on ecology.

Erickson: As I recall, earth day started around 1970, didn't it?

Gill: Yes.

Erickson: Were you involved in it?

Gill: Yes, we were doing a couple of activities, and at its anniversary we planted a tree which would have been about eight years ago, in 1990, the twentieth anniversary, we planted a tree, an Englemann Oak, out in the area between the Bell Tower and Hinderaker Hall. And we need to get that formally documented at some point.

Erickson: You do.

Gill: It is now a pretty good-sized tree out there. But, yet, my interests in ecology were pretty theoretical. I certainly was sympathetic with the more applied kinds of interests that developed around Earth Day, the Rachel Carson book and that sort of thing.

Erickson: How did you even know about UC Riverside?

Gill: Well, Vaughn Shoemaker had been a graduate student at the University of Michigan two years ahead of me, and he was hired here in zoology, actually it was life sciences. He also got his degree in zoology, and he and I had kept in touch, because

we had been really quite good friends in graduate school. And he had informed me of the opening here.

I had known of the UC system also, because when I was in high school, one of my high school teachers was a close friend of a herpetologist (which is the study of reptiles and amphibians), the head herpetologist at Cal Berkeley.

He had arranged for me to go in and to spend a whole day in their reptile collection, at the preserve reptile collection, and I had sat in on Professor Stebbins' lecture, which was quite a fascinating and non-technical lecture on venom, venomous snake. So I had been certainly well aware of the UC system as a result of my experience in high school and had been interested in keeping track of that.

I had a keen interest in coming back to California as a result of the six years I had spent here. So UCR seemed to be an excellent way to achieve that objective of being associated with an excellent university and also getting myself back to California.

Erickson: Um hmm. So when you came here in 1967, it was a general campus then.

Gill: Yes.

Erickson: With a graduate program.

Gill: Oh yes. The Graduate Program had started in 1960. We had quite a comprehensive program in the Biology Department. It was called Life Sciences then. It was later changed to Biology.

Erickson: So what did they ask you to do, Bob?

Gill: Well, I was hired to teach Population Ecology and Population Biology and I worked quite closely with Tim Prout, who was a population geneticist.

Between us we finished the development of a special Ph.D. program in Population Biology, which languished, I think, after I was no longer in Biology and after Tim moved up to Davis. But we got that program started at least and generated additional interest, in particular, interaction with other departments. Entomology and Anthropology, both had population biologists in their programs, and they were very active in our program as well. So it was ... I was needed for the ecology dimension of this, and it was an excellent opportunity.

My research had been actually in community ecology studying soil organisms, soil microorganisms. There wasn't much opportunity to follow that up, so I was working primarily with aquatic systems trying to get some research started in predator-prey dynamics, that sort of thing.

But the main thing I was doing here was the standard teaching and research that a beginning assistant professor gets involved in.

I also, after a couple of years, was given a non-salaried appointment in Statistics, because we were trying to build a statistics program. F. N. David was hired the same year I was, '67, to start a BioStatistics Program, which then became our current Department of Statistics.

Gill: She needed some additional statistically trained faculty to augment the few full-time faculty that she was hiring in the department. So Tim Prout and I both had non-salaried appointments as ... well, he as a full Professor of Statistics, and I as an Assistant Professor of Statistics.

Erickson: That means that you were still assigned as a full time person in Biology, and your money was all coming from that department.

Gill: Correct. Right. Actually Tim and I both taught some courses in the general offerings within Statistics. I co-taught a course in demography with Professor Gokhale, and I taught a course with Professor Zahn on Systems Analysis. So we did do some

teaching within the Statistics Department to supplement and complement their program.

Erickson: Were you teaching all undergraduates?

Gill: These were actually graduate level.

Erickson: In Statistics.

Gill: In Statistics. They were co-listed in Biology and Statistics as I remember.

Erickson: What was a typical class size?

Gill: Uh. I taught the undergraduate freshman course in Population Biology. It was one of the three-quarter sequence. And that, at one point, was so large that we had to offer it in the Theatre. In fact, I think it was about the second year that I was there, Dave Warren followed me in that lecture hall.

He was teaching Introductory Psychology, which also was too large for Life Sciences 1500, which sat a little over 300. We had an enrollment of probably close to 400 at that point. So I met Dave, because I would pass him coming out of the lecture hall as he went in.

Erickson: Now was he a Professor of Psychology then?

Gill: He was an Associate Professor at that point of Psychology. But he was in the process ... I was always reflecting on whether I had erased the boards thoroughly enough for him, and that sort of thing ...

(laughter)

because we were always rushing in and out of those lecture halls and trying to answer questions at the end of class, and so on. But I taught a class of close to 400, I think it was with that introductory ...

Erickson: That's a challenge, isn't it?

Gill: Yes, although if you organize for 200 students, it isn't much different from 400. The major challenge was we did have a laboratory associated with it.

Erickson: How did you do that?

Gill: Well, the problem there was just designing good laboratories in Population Ecology. Lars Carpelan, who was a Professor of Biology at the same time I was there ... He and I taught the course the first time jointly and put a lot of effort into trying to design more meaningful laboratory and field exercises for the course. The logistics of offering six or seven sections of the laboratory course was significant. I had to have time set aside to train the students—the graduate students who were going to be teaching in the laboratories.

Erickson: Oh, you did have TAs?

Gill: Yeh, we had TAs. I don't believe I offered any of the courses directly myself, but I would sit in on the labs periodically to see how they were going. And I don't really remember. I may have offered one section myself once or twice, too.

Gill: But the biggest effort really was in designing meaningful laboratories for the exercise, because they had to come to closure in about three hours and be meaningful to what we were discussing, which was somewhat more theoretical in its basis.

Then I also offered an upper division course in population ecology which was then Biology 117. I am not sure if it has been renumbered or restructured at this point, but I offered that, and we also offered a variety of advanced seminars for the graduate students in the program.

Erickson: That's quite a schedule, isn't it?

Gill: Yeh. It was a standard teaching load within biology, yes.

Erickson: Oh, it was?

Gill: Yeh, yeh.

Erickson: Well, let's talk about your family before we get into UCR.

Gill: Right, right.

Erickson: You and Phyllis, how long have you been married?

Gill: We have been married 21 years as of last June.

Erickson: Oh, how nice.

Gill: And we have two children, Michael, who will be 20 in September and Nicholas, who was 17 yesterday.

Erickson: Oh, that's great. How nice. And Michael is at UCR.

Gill: Yes, Michael is at UCR. He started at Santa Cruz. He wanted to get away from home, and he really didn't know what he wanted to major in, and he thought Santa Cruz would be a little more lax in giving him more time to sort out what he really was interested in, because he was interested in history and psychology and science and so on.

Gill: And was it?

Erickson: And was it?

Gill: Yes, he took a calculus class, and he took a chemistry class, and he liked them both so much that he decided he really wanted to go into science.

And he felt he would get a much better education in science here at UCR than he would at Santa Cruz. And he had been away from home for a year, so he thought he would really like to get back to see his friends here as well.

Anyway, he moved back into the house and started at UCR last fall. And he has at this point declared a double major between chemistry and what was psychobiology. It is now neuroscience. And it's probably going to take him three more years to complete the double major.

Erickson: My goodness.

Gill: He's working in Professor Tom Morton's laboratory and is working there through the summer. He's not getting paid for it, but he is getting fantastic experience and enjoying it very, very much.

He's working for a couple of the graduate students, doing a lot of the detailed work of testing salamanders for the way in which they chemically sense their environment. He started out with 50 salamanders. They've used 10 so far in experiments. He's been keeping all of them alive. The only ones they lost have been as a result of the experimental procedures which they have conducted, following which they do have to kill them to extract the materials.

Erickson: Oh, I see.

Gill: So he has been very proud of the fact that none of the salamanders has died over the three months that he has been culturing and maintaining them. And he has been learning some very complicated procedures.

He's also going to work now as an assistant to the glass blower to prepare some of the apparatus that they need.

It's just an excellent example for how students can get involved. The one-on-one relationship with faculty and graduate students here—he's taken full advantage of it. He doesn't have to be making money with what he is doing with his time, so he is able to work for free in the laboratory and gain all of the experience.

Gill: Now is Nicholas in the IB program?

Erickson: No, it was Michael who was in the IB program, yes, although he wasn't able to complete the language part of it, because North High School wasn't able to offer the fifth year of German. So he completed major components of it but not the full program.

Erickson: What are Nicholas's interests?

Gill: He's very much interested in the band and other musical programs. He plays a variety of instruments and will become one of the drum majors for the marching band this fall and has gone through some good training programs for leadership and that sort of thing as a result of those programs. Yeh, he's had an excellent education at North High School also.

Erickson: And Phyllis has worked at the University for a long time, has she not?

Gill: Yeh, she started out with Professor Mercer with on what is now called SOMPA. It's a testing program trying to develop a non-bias, a non-culturally-biased test of abilities of students. And Phyllis worked in that project and then left for a while, then came back working for what was then the Vice Chancellor, Business and Finance, Frank Bailey.

And that's how we met. She was working down the hall in what was then the Vice Chancellor for Business and Finance Office. It's now the Vice Chancellor for Administration.

And then she went to work for the Art Department about three or four years later and dropped out again to raise Michael and Nicholas, until Nicholas started Kindergarten, and then she was able to get her old job back. So she's been in the Art Department basically, except for that brief hiatus to take care of the kids when they were younger. She's been in the Art Department for 20 years.

Erickson: That's a lot of UCR history there in your family.

Gill: Yes, and she's a UCR graduate also.

Erickson: Oh, she is?

Gill: Yeh, she was an English major here.

Erickson: Uh huh. Well, Bob, to get back to you. Were you interested in administration?

Gill: I don't think so, although I was doing administrative sorts of things; that is, I was an Assistant Dean, which was an academic advising position for undergraduates who hadn't declared a major yet.

At that time it was Dean Golino had organized a Center for Undeclared Majors and also for the Liberal Studies major that they were developing.

Erickson: And how did you get that position?

Gill: Well, I'm not really sure. I was sort of invited to be a counselor there. I was taking my counseling duties quite seriously in the Biology Department, and I don't know now whether I sort of volunteered when they announced that they needed additional people or whether somebody suggested my name. But anyway, I was working a couple of hours a week advising students, particularly those interested in the science area.

When I was in about my second year or third year that I was here, and I had an Assistant Dean title associated with that. That was just so that they could ... I think I got some sort of supplemental salary for it. But that was for two or three years, and I enjoyed that very much.

And then I had prepared actually two proposals for Ph.D. programs jointly with Tim Prout. But we had prepared the proposal for the Population Biology Ph.D. and then also for a

joint doctoral program in Ecology with San Diego State University.

As a result of turnover of faculty both here and there, that program ended up being transferred to Davis. It took on quite a different character because it was primarily a plant ecology focus when it was created, but then the plant ecologists here and at San Diego left. So we ended up, I think, with more of an animal ecology focus out of it. But those were two proposals that I'd prepared, so I had some experience that way as a result of those proposals.

Erickson: Um hmm. At what point did you go into administrative work? I mean after that. I'm sorry.

Gill: Sure. Well, I did not make tenure here. I had been in a group that had been hired at higher than entry level because of the

Gill: competitive market that we were in. I was hired as an Assistant Professor II, in spite of the fact that I didn't have post doctoral experience or anything else like that.

Erickson: What would you have been hired in?

Gill: It would normally have been Assistant Professor Step I, but that accelerated the rate at which I came up for tenure review.

Erickson: Oh.

Gill: So the expectation was that I would just get my research together a lot faster than I actually did.

Erickson: But you were so busy teaching all those classes.

Gill: Well, I could have ... I was taking time out. It's just that the research didn't gel for me as quickly as I had thought it would.

Erickson: I see.

Gill: And I was competing with post doctoral students for the position that I got here. So that was one of the reasons I was appointed at the Step II level. I was told I had really only one more year in my faculty position, so I was looking at other alternatives.

I had a friend who was in ecological consulting work, and he arranged for an interview with the president of an ecological consulting firm up in Canada that was opening offices in the states and was thinking of opening an office in Portland. So I had an interview with him.

I was following those possibilities. I was looking into small college teaching jobs, but this was the early '70s, and those jobs had all dried up, because we were in a recession at that point.

Erickson: Oh.

Gill: And that's also the time at which the university was UCR had been given thirty faculty positions in anticipation of growth in enrollment, and no growth took place. Then actually growth started to decline, so the Office of the President called back forty two positions, faculty positions. That was sort of difficult, what was happening in the country, so there just were not any academic positions open at that point.

And that was the time that Van Perkins had been selected as ... I think it was called the Vice Chancellor for Academic Affairs at that point. He was replacing Carlo Golino, who had been the vice chancellor before him.

And Frank Way was Assistant Vice Chancellor. He had been Assistant Vice Chancellor for a number of years with Carlo Golino, and he wanted to get back to teaching and research. But he agreed to work for Van for about six months in a transitional period.

And then Van advertised for a staff position. The Assistant Vice Chancellor position was a management position, but he advertised for a staff position. He wanted a staff person who had faculty experience so that he or she, whoever was selected, would have experience to draw on. But he wanted somebody with experience here. I don't know how large the pool was, but I applied and was accepted to the position.

Erickson: Perfect for you.

Gill: Anyway, they did need me to cover my teaching obligations for that coming year, because they didn't have time to replace me. And that was fine with Van. So I was actually 2/3 administration and 1/3 in Biology. But my only responsibilities were to complete my teaching responsibilities. So that was '73, '74.

Gill: Van and I had an understanding. He didn't know whether he wanted to leave that position at a staff level or whether he wanted to hire an Assistant Vice Chancellor or a full Vice Chancellor or whatever to share the responsibilities with him. And I didn't know how long I might want to stay in that position either. I was looking at these industrial positions and so on. So we had a clear understanding that there was no obligation on the part of either one of us to continue the arrangement.

But I was pleased with the work as it developed, and Van was pleased with the job I was doing, although he did decide to create a full-time Vice Chancellor position, which Marv Nachman initially filled, which was going to be responsible for the academic personnel areas and a lot of other things related to teaching evaluation like that I had been running. At that point then, I had a half-time position. He felt he still had need for me half time.

And I was looking for another half time position to complement it. I applied for and was not given the Ombudsman position.

But they also were looking for a Director of Undeclared Majors over in the college. They had divided the college up into a series of different colleges and the undeclared majors and the liberal studies majors were sort of left over in this. They decided to hire a half-time director to run this undeclared majors advising center.

I applied for that under Mike Reagan as Dean, and I was accepted for that position. So for three years, I had a half-time position in Administration working for Van and really also for Marv, because I helped Marv in a variety of capacities also. And then half time also for Mike Reagan as Director of the Undeclared Majors Advising Center.

Gill: But Van had set it up so that my half time position was simply loaned to the college ... then it was the College of Social and Behavioral Sciences ... let's see, that was after they had put the colleges back together again. So there were then at that point two colleges. There was the College of Humanities and Social Sciences and the College of Natural and Agricultural Sciences.

Those had been put together after my first year in administration. It was an attempt to try to synthesize the advising in these fields that were being pulled together in a new college. So anyway, I was on loan to the college.

Van retired then as Vice Chancellor and Mike Reagan was selected to replace him. Mike wanted to focus much more of his effort on the campus itself. Van was on a large number of systemwide committees, and he was probably off campus probably half the time. But Mike wanted to focus much more on the campus itself, so he pulled me back and established my position full time then within the office, and I've been there ever since.

Erickson: And what did you do for Mike then?

Gill: Well, it was a lot of similar sorts of things. I ran the teaching evaluation program for quite a while, and Curt Grassman

eventually took that over. And I also assisted him in special projects that he was running of one sort or another. So we still had Marv, and after Marv, Jack Vickery was the Vice Chancellor in the ~~administration~~ (*academic personnel*) area.

But we had a much more comprehensive academic planning process and so on that Mike started, so it really was sort of more that I was doing before, but with more commitment of my time.

Erickson: I see. It's interesting how many Chancellors or administrative officers you have known and worked with through the years. It isn't all of them, because you said you came in '67.

Gill: Right, oh yeh.

Erickson: So you missed Dr. Watkins, is that correct?

Gill: Oh yes, Ivan was the Chancellor when I came here. He came, I think, in '64, so he'd been Chancellor for about three years when I came here as a faculty member.

Erickson: So Dr. Spieth was gone, too.

Gill: Right.

Erickson: Ok.

Gill: I knew Carlo Golino as Dean, because I was one of the Assistant Deans working for him in Advising, but I didn't know him well. And I didn't work for him at all as Vice Chancellor.

Van was the first Vice Chancellor I worked for. And then he was replaced by Mike Reagan, and then Carl Bovell was selected as Vice Chancellor.

After that Ted Hullar was Vice Chancellor, and I worked for Ted. Then I worked for Rosemary when Ted became

Chancellor. And then when Rosemary became Chancellor, she took me along with her to the Chancellor's Office.

Erickson: And somewhere along in there, Bob, that position was changed from The Vice Chancellor to the Executive Vice Chancellor?

Gill: Yeh. Actually, it went through two changes. It was Vice Chancellor, Academic Affairs. Then it became The Vice Chancellor with a capital T, and that was a Berkeley model that we were comparing ourselves to.

Gill: And I think the concern on the part of some of the faculty anyway, was that it be made clear that the academic vice chancellor was the lead vice chancellor, because we did have a Vice Chancellor for Business and Finance. There were a lot of business and finance issues that were being handled, and I think the faculty was more comfortable with The Vice Chancellor designation, which then became Executive Vice Chancellor, as I think all of the campuses redefined the title for the second person on campus. But that was a general evolution I think within the UC system as well as on campus.

But I believe that Carl Bovell was the first to have the title of The Vice Chancellor.

And I can't remember who became Executive Vice Chancellor. It may have come under Ted Hullar that that title was first used. It would be in the records of the Management Program. That's my recollection.

Erickson: Well, would you mind going through the chancellors and just discussing generally your perspective and how their offices worked and how they were to work for?

Gill: Right. I had relatively little contact with Ivan, because I was working primarily for Van. But one of the things that came along ... in fact, Van sort of gave me two rather challenging jobs when I first got here, one was to develop an affirmative

action plan for the campus. And Ernie Lopez was the Executive Assistant to the Chancellor at that point.

Erickson: So we had no plan at that point?

Gill: The Federal government had required that we establish affirmative action plans, and that was under the Department of Health. Now it is Health and Human Services, but it was DEH then, Department of Education and Health, I forgot what DEH stood for. But anyway, it was not a Department of Labor at that point. It was under the Department that had education and

Gill: health as its responsibilities. But they were never approving plans. We would have meetings with their staffs and directors, and they would never approve plans. They would simply accept the plan that was submitted.

Ernie and I were trying in figure out, you know, how to put a plan like this together. Ernie was working primarily at the staff end, and I was working at the academic level.

But we worked out and wrote up a plan and submitted it and joined the Office of the President, which was then I think called systemwide, and we met with a number of these Department of Health and Human Services, or whatever it was called then, and we could never get them to agree to anything or to sign off and approve our plans.

Then the whole process was transferred to the Department of Labor, and they then started taking this very, very seriously. And through their Office of Federal Contract Compliance Programs, they started a rigorous review and implementation, but they also had much more rigorous requirements for assessing whether your work force was representative or not. And the large number of factors which needed to be taken into account, an eight-factor analysis they called it, that had to be taken into account.

So that was one of the major projects that I did under Mike Reagan, because I believe Ernie had left by then. And we hired

a full-time affirmative action officer, Peggy Kerley, our first affirmative action officer.

And I worked with her in designing the plan that was finally approved by the Department of Labor, designing all of the statistical analysis that we needed to do, and went to a couple of conferences that were held by Labor on how to do this.

Gill: So that was a project that Van had given me, and the other one was the teaching evaluation. The students had gotten the State Legislature to approve a million dollars for teaching. And The Regents spent two or three meetings just deciding whether or not they were going to accept the money. And they finally decided to redefine it as Teaching Improvement Program to include some faculty assistance in teaching improvement and also the evaluation of faculty by students.

I was charged with negotiating with the Academic Senate for the acceptance of some sort of program like that. So I worked very closely with then-Professor Homer Aschmann of Anthropology, who was the Chair of the Academic Senate at that point.

We worked out a program where the faculty could voluntarily participate in the program. We got UCLA's assistance on processing the statistical analysis until we were able to set up our own program.

So those were two of the first projects, and they sort of carried over then into my work with Mike Reagan.

But, I've forgotten what your first question was?

Erickson: We started talking about the chancellors.

Gill: Chancellors, right. But anyway, under the program then that was in existence when I got here, we were working quite well. And then one of the next things that came up in about my

second or third year. Second year. I know I was still working for Van.

We had an accreditation with the Western Association of Schools and Colleges coming up. We had to write an accreditation report. That was just an overall assessment of the campus with respect to a wide variety of parameters.

Gill: Ivan was the kind of person who would put himself 100% into one project after another, and until he got started on a project, it was difficult to get him to get involved and get things started on a project.

I was getting a little concerned about how quickly we were going to be able to get this thing done, and I was just astounded that Ivan, in one weekend, sat down and basically knocked out this accreditation report.

Erickson: Really?

Gill: Of course, this is in the days before computers. He just sat down at his typewriter and he said, “Now here’s this report and cited it. It’ll have the information you’ll need for this, there’s this report there, and these are the general themes that we can work into.”

I don’t know, in something like ten or fifteen pages of typewritten material, he had the outline and the core of this report.

And then I scrambled for two or three weeks pulling all this material together and folding it in. Then he would go through and edit. We went through a couple of editing cycles.

I was just amazed, because I just had no knowledge of how thoroughly he knew the campus, and how thoroughly he knew the resources we had.

Erickson: That is something.

Gill: And he knew it cold. Once he freed his calendar of all the other things he was doing, enough to focus on this reaccreditation report, it was amazing what he was able to do.

And then he was on to other things while I was spending about two or three weeks pulling this together and working with Van on some of the details. Then I would deliver the material to him, and he'd go through another cycle of it.

Erickson: Now, you've done every accreditation report, haven't you, since you've been here?

Gill: Since I've been involved. As I say, I was involved in supplement to Ivan on that, and the next one Marv handled, and I worked with him on a lot of the detail there. We set up committees, but I did all the staff work for the committees.

Let's see, I'm just trying to remember which years those would have been. The first one would have been about '74 or '75. And then we came up again in the early '80s, and I worked with Marv on that. Then we had another one in '88. I think that one was with Marv also. It could have been with Jack Vickery at that point.

Erickson: Well, '88 would have been Rosemary, right?

Gill: Right. Ok. I guess that's right. Now it's coming back to me. That was a comprehensive one we did. Yeh, Rosemary did that, but I can't remember who was the designated accreditation liaison officer.

The person who is ultimately responsible for it is the person who's designated as the accreditation liaison officer, and I was not so designated.

Erickson: I see.

Gill: That may have been Marv that she was working with.

Erickson: I see.

Gill: Well, no, wait a minute. Marv was Chair of the Academic Senate at that point. I'm not sure who was handling that. Maybe she was herself.

Erickson: Uh huh.

Gill: But I did again a lot of the backup materials on it. She got the campus then focused on planning for the future, because we were in the process of growing quite rapidly.

One of the exercises she had all departments do was basically develop a five year plan for where they were going. This was the first time in a long time that departments had done that, because they hadn't had an opportunity to consider growth before that.

So I think she certainly performed a valuable function in getting the campus thinking about the kind of growth that now Chancellor Orbach has been able to capitalize on and continue to build.

Erickson: And you just finished one?

Gill: And I was actually the accreditation liaison officer.

Erickson: Oh, you were actually named that.

Gill: Yeh, so I was responsible for that this last time. The Western Association of Schools and Colleges was able to offer us a much more experimental approach to the self-study.

The traditional self-study just involved a meticulous comparison of what the institution was doing in policies it had and so on with a set of standards that the Western Association of Schools and Colleges has established.

There are nine standards and over a hundred sub standards, sub sections of these standards, that the institution is supposed to evaluate itself with respect to it. It's a very tedious and not particularly productive experience, because you just demonstrate what you knew all along, that you really are an accreditable institution.

Gill: The new approach is to do something that's going to be of value to the institution and will at the same time demonstrate to the Western Association of Schools and Colleges that you are accreditable.

What we did as our special experimental self-study was to present our planning for growth to 15,000, and that's what Executive Vice Chancellor Warren is heading up on behalf of the Chancellor.

So I was working very closely with him on this self-study report, and it was very well received by the Western Association of Schools and Colleges and was probably the most experimental of the new self studies that's been conducted, because we didn't have to explicitly address any of these standards.

In our planning, it's so comprehensive that it automatically takes into account all these standards. It also, then, was relatively little incremental work that we had to do for accreditation purposes. Most of what we were doing, we were doing anyway in connection with our planning. But the Western Association of Schools and Colleges exercise gave us an excuse to focus a lot of the campus on this whole issue.

Erickson: Um, let's see. We were talking about Ivan. His style seemed to be a little more relaxed. Would that be your assessment?

Gill: I think so. Of course, he had worked ... I think he had been elected to the Minnesota State Legislature.

Erickson: Um hmm.

Gill: And I know he'd been a speech write for a number of outstanding political figures. And as a result, his writing was punchy and very, very effective, and I learned a tremendous amount about writing from Ivan. I never got close to his style, but I certainly improved my own by attempting to emulate his.

Gill: So I enjoyed very much seeing what he would do with drafts that I would give him or just generally seeing his communication skills.

And then, of course, he was very effectively connected politically. He certainly was responsible for keeping our Biomedical Sciences Program, getting it in place and keeping it as it was challenged throughout the Legislature and Governor's Office and every place else.

Erickson: Also by budget considerations?

Gill: Well, budget and also convincing key political figures that a program like this was needed, that we would meet a unique need within the state.

But that program looked dead so many times in the year or two that it took to get it established. He just never gave up on it, and he continued to persevere on it. We needed facilities for it, we needed a budget for it, we needed everything for it. He maintained the commitment we had with UCLA and got their assistance in the process also and got the program through.

So his political savvy was certainly very clearly evident at that point, but in a number of other points also.

I think he certainly delegated much of the detail running of the campus to his Academic or Executive Vice Chancellor.

Erickson: Um. Tell me if I'm correct in this, Bob. Was it Dr. Hinderaker who was charged with bringing the campus together, you know, after the two factions, the Citrus Experiment Station and ...

Gill: Yes. Well, it was his vision really to integrate the Citrus Experiment Station, Agriculture Research Center into the campus. And it was he who asked Mack Dugger, who was at that point Chair of the Department of Life Sciences to head a College of Biological and Agricultural Sciences. That was the first break up of the College of Letters and Science.

It was Dean Golino's vision that a single College of Letters and Sciences as we continued to grow would be unmanageable and that we should develop a series of separate colleges. So that was really, as I understand it, his vision, which Ivan implemented.

And then the first step of that was to take the Department of Biology out of the College of Letters and Sciences and combine it with the Citrus Experiment Station and create a single College of Biological and Agricultural Sciences, which would then provide a cross-fertilization between the more applied agricultural areas and the more theoretical traditional biological areas that the Biological Sciences Department, then it was Life Sciences Department.

And because of Mack Dugger's stand, these two fields, he was an agricultural researcher as well and had done a lot of work through air pollution research center also, and was also a biologist, a plant physiologist really. He was the one who was selected as the Dean as a person who would have vision to bring these two areas together..

Then we divided up into a series of colleges, and one of them was the College of Physical Sciences which had math and statistics in it also. And when we then started putting Colleges together again a few years later, it was the College of Physical Sciences which was combined with the Biological and

Agricultural Sciences to create a single College of Natural and Agricultural Sciences to further cross-fertilize the two fields.

Gill: Yes, it was certainly his vision which was not broadly shared on campus at the time that we could bring these two fields together.

And we are still achieving a better integration of these. The new biological sciences major takes more full advantage of the many talented biological researchers that we have in the Agricultural Experiment Station., and using them much more in what is the new biological sciences major. But, yes, that was Ivan's vision, and it was really Mack Dugger who put it in place and carried it out.

Erickson: And then Dr. Hinderaker retired in 1979, is that correct?

Gill: That sounds right, yes.

Erickson: And Tomás Rivera?

Gill: Was selected, right.

Erickson: Do you remember that process, were you involved in meetings or anything?

Gill: No, my understanding was that David Saxon, who was the President at that point, was unsatisfied with the recommendations of the committee that had been put together, and he had gone out and taken the initiative of identifying Tomás as a possible candidate and referred it back to the committee or something like that. This is just the rumors that I had heard.

The feeling was that Tomás was unavailable because he had just gone to the University of Texas at El Paso and was handling two jobs at that point. He was his Executive Vice Chancellor and also his Academic Vice Chancellor, or

Gill: something like that, or Vice President, I think was the title they used there. But he had just gotten there a year earlier and was covering so many jobs at once, he was not a moveable person.

But I think he was lobbied hard by President Saxon to seriously consider this and when offered the position, then accepted it. But I think it was Saxon's vision that brought Tomás.

Erickson: I see.

Gill: That's my understanding.

Erickson: Well, do you know what Chancellor Rivera was working on at the time that he had his heart attack?

Gill: No, I don't. I mean, he was working on a variety of things. He was very concerned about access and support of minority students in general and was, of course, a symbol of minority achievement. And that put a tremendous amount of pressure on him in terms of national commitments of time and so on, so that his time was very there were tremendous demands on his time just as a result of the fact that he was the first minority chancellor appointed in the UC system, the highest, I believe, at that point.

Tomás was ... there was a lot of pressure on him. I didn't work with him that much. I would be involved in a meeting where my expertise was helpful or something like that or I'd have a question in admission's areas or whatever that I would meet with him to trace.

But he worked really closely with Carl Bovell, his Executive Vice Chancellor. It was really Carl that I was working with at the time. So I knew him, and I had frequent interaction with him, but I didn't really work for him to any significant extent. It was really indirectly through Carl.

Erickson: Well, I am sure you remember those terrible times when he was Well, tell me, was he hospitalized for a few days or .. ?

Gill: My recollection was it was for about two or three weeks. He had the initial heart attack and was hospitalized over that, and I don't think he took it that seriously. Carl was concerned, I think, but was going in to visit him and so on.

I know one of the stories that somebody told me was that when he was in there, they had all of these leads hooked up to him to monitor him. I don't know necessarily that he was in Intensive Care, but he had extensive monitors.

Concha was in visiting him, and he started playing with the leads, and this was causing all sorts of terrible patterns up there. Concha was getting more and more concerned, and then he started to grin at her and she figured out that he was just playing with these leads to tease her.

(laughter)

I don't know just how seriously he took it, but then after something like two or three weeks, he had a second heart attack. And with that one, there was just nothing they could do for that. That one was really serious.

Erickson: What happened on the campus then when he actually died. I mean, who pulled things together? Who was in charge?

Gill: Well, it was Carl at that point. Let's see now. Carl had announced his retirement, and Ted Hullar had been selected as the new vice chancellor. He had fully expected to be serving under Tomás, so he was shocked also when Tomás died. The transition then was tough.

Erickson: Was Ted Hullar here, physically here?

Gill: No, he was not yet physically here. I believe this was still in the spring. Dan Aldrich had retired from Irvine, so they asked

him to fill in as the interim chancellor or acting chancellor or whatever for that next year.

So Ted actually came and worked for Dan Aldrich instead of for Tomás. And Carl, as I say, had already planned to go back to teaching and research, so he was able to make that transition. I think it was scheduled for about the first of July.

Then Dan was here for a year, and then Ted was selected as the Chancellor, as the successful candidate for the chancellor position.

Erickson: Was very much accomplished when Dr. Aldrich was here?

Gill: I really don't remember. He certainly understood the campus very well and understood the system well. He certainly assisted us in this transition period, and he consulted extensively with the people here on campus, the other administrators in the decisions he made. We certainly didn't lose any ground under Chancellor Aldrich, but he appropriately was just in a fill-in position.

Erickson: But he knew the campus.

Gill: He knew the campus. He came from an agricultural background, too. So he really knew the strengths and weaknesses in our campus as a result, and worked effectively in that way.

When Ted was selected then, he became the Chancellor. He then selected Rosemary as his assistant.

Erickson: And how did that process occur when Ted Hullar was named Chancellor? Was that the formal process?

Gill: Oh, yes. That was a formal recruitment and everything. He just evolved as the most successful candidate for the position.

Erickson: Did you have interaction with Ted Hullar then?

Gill: Oh, yes. Of course, I worked for him the year he was the vice chancellor.

Erickson: That's right.

Gill: One of the things that we started were the plans for Engineering. He had me working a good bit of the time pulling together how we might sort of planning how we might put together a College of Engineering. He had a vision.

Erickson: Hadn't that been talked about earlier?

Gill: Yes, there had actually been, I believe, a formal approval of it. That was way back before I was involved in the administration. The early '70s, I think it was. I can't think of his name now. Seymour something or other. He was hired as the dean, and then they pulled the plug on the funding for it.

Erickson: Calvert.

Gill: Calvert, that's right. He was hired as the Dean of Engineering, and he was going to start our College of Engineering or School of Engineering. At that point, I think it was going to be called School of Engineering.

All of a sudden the funding was pulled on it. So they developed an applied physics program or applied science—I think it was called Applied Sciences Program, which was an attempt to get something at least more focused of an applied nature, with a special focus in physics. He was involved in that, but he left after a couple of years. So we were really starting from scratch.

Erickson: So Dr. Hullar put you in charge of that?

Gill: Yeh, I was his chief staff assistant on this process anyway. And we got ... Glen Everett was very active in the design of this.

Erickson: He was a professor or chair?

Gill: He was Professor of Physics. I believe he was Chair of the committee that then-Vice Chancellor Hullar had put together to put the program initially together. We faced an uphill battle on this again, because the state was reluctant to fund any new programs and new initiatives. And we just plugged away until we got approval up through the line.

We also were looking at being able to create a School of Engineering that would speak to the future and not to the past, so we were not interested in petroleum engineering or aeronautical engineering or a lot of the kinds of engineering in relatively little demand.

Our focus was still on electrical engineering but also on environmental and chemical engineering. The chemical was focused much more on the biochemical engineering than it was on the traditional petroleum engineering.

So those were the kinds of programs that we envisioned from the beginning. The faculty committee did a lot of the basic assessment and research and looked into ways in which that might be done.

You know, we had Career Planning and Placement putting together all of the demand in each of these fields, and you know, marshaled a general argument that we submitted to the faculty initially and then, of course, to the Office of the President once the campus had approved it.

Gill: When Vice Chancellor Hullar became Chancellor Hullar, he wanted me to continue to work with him on this engineering project. So I was probably 25% of my time working for him while he was chancellor here.

We were still working on it when he left to go to Davis as Chancellor. So the rest of my time then was with Rosemary

and her projects. But he probably maintained 25% of my time to assist him on the engineering project.

Erickson: At what point did you move your position from the Vice Chancellor to the Chancellor's Office?

Gill: That was when Rosemary was selected as Chancellor.

Erickson: Would you describe that situation?

Gill: Well, the campus had gone through the death of Tomás and a one-year appointment of Dan Aldrich as an Acting Chancellor. I think Chancellor Hullar was here only something like two years. So I know that, in particular, President Gardner was very concerned that the campus have some sense of stability for a while.

He could have had another search and appointed Rosemary or somebody else as an Acting Chancellor for a year to be replaced by another chancellor.

He just took the initiative of appointing Rosemary as Chancellor. She was going to be facing mandatory retirement within five years, so it wasn't a decision forever for the campus, if for some reason or another it hadn't worked out or if there was some feeling that there was unfairness in not having a completely comprehensive search. Anyway, that was his decision, and he announced it when he was down here.

Erickson: How did you learn about it, Bob?

Gill: I don't really remember. I think I learned about it at the general announcement that he gave, but I'm not sure. Chancellor Hullar then went to Davis, and Chancellor Schraer served five years as Chancellor.

There's a normal five-year review of chancellors, and she was undergoing that five-year review for the benefit of her successor

so that there would be a thorough critique by the Office of the President of her performance and of the position as a whole.

Even though there was no, I don't think, any question of her being reappointed, although the President certainly could have granted an exception to her to serve beyond the age of 67, she didn't have any interest in doing that. And I think the system wanted to go on with the replacement of a permanent chancellor.

Chancellor Orbach had been selected by the time and was fortunately available to fill in then after she died so suddenly.

She took me along with her to the Chancellor's Office when she became chancellor.

Erickson: That's what I was going to ask you about. And you became her Executive Assistant?

Gill: Executive Assistant, yes. Chancellor Hullar was looking for an Executive Assistant also. I had actually applied for the position and been offered it by him at Davis as his Executive Assistant.

Erickson: Hmm. Oh, when he went up there.

Gill: When he went up there. And then she matched the offer, and I was content to stay here and continue to serve Rosemary.

Erickson: Um hmm.

Gill: So that was the point at which, I think, it was called an Executive Assistant. Up until that I was a Special Assistant or Assistant or something like that to the Chancellor.

Erickson: Well, did the workings of the office change then when you took that new position?

Gill: Uh. We were organized ... I think she basically organized the Chancellor's Office the way she had the Executive Vice

Chancellor's Office organized, which was pretty much the same kind of staffing arrangement with a primary assistant, and then she ... we had hired Jackie Mimms at that point, and she was also her assistant.

She moved Jackie over more into the budget area, because she wanted more assistance directly in the budget area.

I was handling more of the general things that I had always handled, special projects and the accreditation and those kinds of things.

Erickson: Well, let's go back to Ted Hullar for a second. What would you say was his main focus as the Chancellor?

Gill: Well, he had a lot of ideas. He wanted to get a lot of new things started on campus. He was still facing this kind of siege mentality that we had on campus as a result of the fact that we had not grown for a long period of time. And all departments were afraid that as their enrollment dropped a little bit, they were going to lose a faculty position or they were going to lose a staff person out of their office or something like that.

Gill: So there wasn't much cooperation in planning and on vision on the campus, because of this threat that enrollment would go even further ... You know, this was under Jerry Brown. There was a proposal that we merge with San Bernardino State. You know, we were both having trouble, so why don't we both become the same school? It wasn't even clear whether it was to be a UC campus or a CSU campus.

I mean, these kinds of things were being kicked around, so there were reasons to be somewhat paranoid about what was going on on campus.

He needed, I think, to galvanize the campus into a vision that "we can achieve, we can diversify, we can grow."

That was his major mission, I think, and he tried a lot of different ideas--ran a lot of ideas up the flagpole to see what the response might be.

And engineering was certainly one of them. He had a lot of things going at the point he was selected to go to Davis.

I think Rosemary's vision was much more of being selective. And I think they made an excellent team while they were both here, in that she was, I think, more conservative in her approach to what we can do and should do.

So she was sort of winnowing a lot of the ideas that Ted was floating. I think she viewed her vision as picking the best of these ideas and developing them and working with them. Ted's was one of a change-agent and trying to get the campus reoriented and his vision refocused, or even focused in the first place. That was, I think, the major difference between the two of them.

Under Rosemary, then, we did have significant growth for a few years there, and she got the campus thinking much more seriously especially as a result of the accreditation process on how we were going to grow and what we needed to do to grow.

Gill: Now, she centralized the budget within her office so that we had (pause) oh I don't know, \$20 million a year that was being distributed on an ad hoc basis to deans and vice chancellors and so on.

And one of the big changes that Chancellor Orbach did was to distribute these funds right out of the office and into the hands of the deans and vice chancellors on a permanent basis, so that they could take responsibility for their own planning, and could be charged with carrying out what needed to be done and be given the money.

So went from a mode in the Chancellor's Office of reviewing everything that was needed and making decisions that way, and

that goes back all the way to Vice Chancellor Perkins where there was a group of three people.

It was Thelma Otto from the Vice Chancellor's Office, it was Betty Howe from the Budget Office, and Ellie Bucher from the Accounting Office who would go over the year-end books and decided how much money we had still left, what projects ought to be carried out, and then would provide an analysis to the Chancellor and the Vice Chancellor. And they would say, "Okay, we will expand the library with these funds, and we will use these funds for a new program here and a new program there."

Erickson: It is quite different now then?

Gill: Oh, yes, yes.

Erickson: How would you say that the enrollment increased? You traced that back to Rosemary's time.

Gill: Right, I'd have to look at the charts, but there was a period where we grew by about ten percent a year for a couple of years.

Gill: I think it was a combination of things, there was a pent-up demand that materialized, we did do a lot of outreach marketing.

We hired a couple of people to try to do this sort of thing. Ken Suid was the first one, and then Mike Miller (not the Mike Miller in physical plant, but another Mike Miller) was hired into the Office of University Relations—what was it called then? It was our basic outreach office. But they had a term for it then that I just can't think of. Maybe it was called university relations. I think it was the Office of University Relations.

And we got much more sophisticated then in our efforts to get the word out as to what UCR was and where UCR was going. But it was also a dynamic of enrollment pressures at UCLA and

Irvine that couldn't be met, and Irvine at that point was very short of facilities, so we were able to take up the slack to some extent.

Also, some of it was referral of students who couldn't be admitted to other campuses.

And I think that is a big change that is taking place now is that more and more of our students are coming here because they want to come here more than they want to come to any other campus.

Whereas much of that growth as I remember was referral of students who couldn't get into other UC campuses. And once they came here, they liked it and they stayed. But they were not going to come here if they could get into UCLA or Irvine or wherever else it was where they had applied.

Erickson: Do you think that Chancellor Schraer was accepted—the fact that there was no formal search process—that Dr. Gardner just named her? Do you think that was a struggle?

Gill: I don't know. I don't think it was, but my perception was that it was not.

Erickson: It was not.

Gill: But I didn't really have my ear to the ground. It was sort of immaterial to me. She was our Chancellor, and I was working for her, and we were doing the best we could to maximize the effectiveness of the office. So I don't know.

There were certainly some who were skeptical, who were critical of the fact that he wasn't going to conduct another search, but we also didn't want another year of a holding pattern before we wound up with a Chancellor selected through the more comprehensive process.

Erickson: And then you mentioned Dr. Orbach. You also continue in that same capacity?

Gill: Right.

Erickson: With the same title?

Gill: Right.

Erickson: How would you say that your responsibilities have changed, if you compare your position in Rosemary's office to Ray's office?

Gill: Well, I've taken over the accreditation process fully as an accreditation liaison officer.

He's also got me involved in athletics which was something that Rosemary was not particularly committed to. You know she had done a feasibility study of going Division I and decided we couldn't handle it budgetarily. So she had pulled the plug on that idea, and I had done very little with athletics at that point.

Gill: But Chancellor Orbach sees athletics as one of the ways of increasing our overall visibility and enhancing the environment for our students.

One of the concerns that Ivan had is that there is just not enough social life for students here on the campus. He had initiated a program of Wednesday nooners where we had a rock band or whatever.

Erickson: Oh, Ivan did that?

Gill: Ivan did that, yes, and had gotten academic scheduling to free the noon hour on Wednesday. You had to have special permission from the Chancellor to schedule a class at noon on Wednesday, because he wanted to have something in the middle of the week for the students to begin to identify with and to identify with the campus.

So we've been worried about that for 30 years, or 25 years at least. But one of the things that can certainly enhance the academic experience is to have diversity of student activities, and athletics is certainly one of these. And he has seen what that can do at UCLA in terms of building school spirit and identification and so on.

Erickson: Because he came here from UCLA?

Gill: Because he came from UCLA, and he was keen to see us develop that potential here too, he asked me to become more involved in athletics to give him additional feedback as to what ought, maybe should be, considered in athletics and what our potentials were and so on.

And he then moved on to actually asking me for a couple of years to actually run athletics. So I had run athletics for a couple of years. I had the specific responsibility there.

Gill: And he's also started a number of new outreach activities, and he's involved me in a variety of analyses and support roles and that sort of a thing.

So I've been doing a variety of things. He then appointed a committee to review the office and decide how it could be better organized and better structured.

And one of their recommendations is that a Chief of Staff position be created to basically run the office, because I was doing too many things. I couldn't really do all of them well.

And they felt that the biggest need was to get me out of the running of the office. The running of the office would involve also a day-to-day direct support of the Chancellor in terms of providing all the materials he needs for the next day's meetings and research the background on people he is going to be meeting with, so he is able to maximize the effectiveness of those meetings, and that sort of a thing. And that's something I

really never had time to do, nor did anybody else in the office have time to do.

So that's when we went out to search for a Diane Martin, for that position of Chief of Staff, which was filled by Diane Martin I guess about eight months ago. And that's worked out extremely well.

I would not have been able to pull all of this accreditation together and also the special studies I was doing for athletics if I was also trying to do all this other.

Erickson: Right.

Gill: So she's been a tremendous asset to the office. That's been the major structural change really that's taken place in the office. We really, I think, had functioned before that with sort of the same structure over the years, with a few staff people with specialties, as you had in the office with the Regents'

Gill: materials and a few special responsibilities and others in the office with their responsibilities.

Erickson: Sure.

Gill: One of the major changes really in staffing was that Rosemary was not computer literate. She did not use a computer. She had used a computer, a different kind of computer for different programs from what we used. And she just never bothered to learn the new systems and software packages that we had. So she really never used a computer in spite of her biochemical background. And she dictated most of what she wanted, and she had a full-time staff person, Diana...

Erickson: Barnhart.

Gill: ...Barnhart as the person to whom she dictated things. And Diana was outstanding in that capacity, but Chancellor Orbach is extremely computer literate and probably types a couple of hundred words a minute.

So he does almost all of his composition and typing, or he has people draft things, and he quickly reviews and edits them, often on line rather than in hard copy. So he didn't need anybody like that, and Diana had retired because of health problems. She had taken a medical retirement.

And we just did not fill her position then and consolidated within the office to meet the new needs that the Chancellor had.

I know when Chancellor Orbach came ... he is fond of telling the story ... he went to his computer, and he said, "Where's the internet connection for it?" And I said, "There isn't any."

(laughter)

"We don't have internet connections."

Erickson: "What is that?" (laughter)

Gill: He said, "How can you function without that?" So he charged Larry Sautter with ... and Rosemary had gotten him started along these lines... He was beginning to build a local-area network within the campus.

But that became a very, very high priority then, and we got ourselves sort of patched together with the internet as best we could by modems and so on to start with, and then we got ourselves hard wired into the LAN (Local Area Network), and now we have all of the building on campus connected to it.

It's tremendously increased our efficiency, because we're able to exchange information much more rapidly and comprehensively and easily share it with a large number of people. So we're still not at the paperless society, but we're certainly making tremendous progress and using these assets much more so than we ever would have without the Chancellor's vision on it.

Erickson: How do you remain objective, Bob, after working for all of these people?

Gill: I guess I don't understand the question?

Erickson: Well, I mean there have to be controversies if you go all the way back to your positions within the vice chancellors offices. How do you keep those confidences?

Gill: Oh, I think you know it is a variety of things, I think. I don't have a lot of close friends, so I really don't worry too much about confidences, so I really don't worry too much about confidences. There's not a whole lot of people I would be tempted to share any confidences with.

Gill: Part of it is just my own life style. I'm pretty much of an individualist and pretty much of a lone wolf. So part of it's just my own style, that I don't worry about keeping confidences because there isn't any temptation not to kind of a thing. It's just sort of the way my life comes together.

Each of my bosses has had his or her own priorities, and I mean, those become my priorities, and I work accordingly. I do bring an institutional memory.

Erickson: Yes.

Gill: So that if they want to know, you know, why this didn't work ten years ago or why it wasn't tried ten years ago, I can give them some general background.

But I'm also the first to say that if something didn't work ten years ago, things have changed so much in ten years that it might very well work now.

Or if it wasn't tried ten years ago, maybe now is the time to try it.

If my boss thinks something will work, I'll certainly mention what I think are some of the problems that we could run into on it. I'm sharing my background on it, but I'm not the least bit reluctant to try something new.

And that's, I think, one of the reasons I enjoy my job so much is that it's new because there are new opportunities all the time and new problems all the time. And I'm willing to see where it will go.

I've learned something different from everybody I've worked for, and I've seen the strengths of everybody I've worked for and attempted to acquire that.

Erickson: Would you say you've changed over the years?

Gill: Oh, I'm sure I have. I'm a little hard pressed to identify what those changes are, but I've certainly learned.

As soon as I started this job, I learned to read more rapidly and to comprehend more fully. The volume of written material that I had to read was overwhelming when I first stepped into the job, because Van had me reading everything that came into the office, and much of it I knew very little about. I wasn't reading academic personnel files or anything like that, but just the general information that came down from Office of the President and came in from outside. I was reading all that and digesting major reports, and that was overwhelming.

Erickson: Sure.

Gill: I had this nightmare at one point of being underneath this coal chute with all these papers coming down this coal chute, and I just couldn't keep up.

Erickson: You really did have this dream?

Gill: I really had this dream. That must have been about the first week. I got on top of it quickly. So that's one thing that I've worked on all along.

I've certainly learned to use the computer and use software packages that I didn't know before. So I've sort of evolved with that, and that's been very helpful.

I wish I could take more time, and I'm going to try in the next year to take more time to learn more about the software opportunities that exist, because there are other tools that I could use that I just haven't bothered to pick up 'cause I can get by with what I am doing now with the materials I have at my disposal. But I do want to force myself to take the time to learn some new applications and to experiment with new ways of doing things.

Erickson: And you are sort of the unofficial historian for the campus.

Gill: I guess so, just as a result of as long as I've been here.

Erickson: But people ask you constantly.

Gill: Yeh, I do get a lot of questions. That is something that I do just as a result of what I've been doing have as a resource to the campus.

Erickson: Well, how do you relax, Bob? How do you get away from all this?

Gill: Oh, I don't know. In a sense, just being on top of the job is a way to relax. That is, I'm not comfortable if I'm not getting everything done, so I do work ... I can work very, very hard for an extended period of time to get over a deadline, and I take a break after that.

So last summer I was working on a couple of comprehensive reviews of athletic problems. We needed to do a very thorough

analysis of some complaints that had been brought forward in Athletics.

I ended up self reporting to the NCAA some problems that had developed on the campus. They've reviewed our self disclosure and said it was all secondary violations, and it's nothing to really worry about. They were pleased with the job we had done in dealing with the problems we had uncovered.

But I had spent the summer of '97 then working on a couple of these reports, one of which was completed then in September. And also then trying to get the self-study for the Western Association of Schools and Colleges together, and I basically took no vacation at all that whole summer and on through the year, so I had accumulated about eight weeks of vacation time and was about to the point of being at maximum vacation ...

Erickson: and losing it.

Gill: and losing it, right. So then as each of these projects was completed, I got kind of a break.

I've taken over a month of vacation this summer. I spent three weeks in Colorado with my folks and then a week backpacking with my son Nicholas.

And then I'm going to take two weeks or ten days backpacking with my other son Michael after Labor Day.

I'm just able to structure my time so that I'm able to work hard when I have to work hard and then take a break when I have an opportunity.

Erickson: When you take a break, do you forget all about the office?

Gill: I guess. I think I pretty much do. That's taken a long time to learn that, but I try to leave the office at the door. I find myself thinking at 2 o'clock in the morning a solution to this, that or the other thing. My mind's working away on the unresolved

problems all the time anyway, but I'm not compulsively working at that point.

I like to read. I work out regularly. I work out at Bally's Health ... it used to be Holiday Spa and now Bally's bought it out, so it's Bally's Holiday Spa.

Sometimes I'll go through a cycle of swimming for a while or more likely I just do stationary bike work and strength work on the machines.

I work out for about an hour and a half three times a week, and about 45 minutes of that is aerobic workout, so it leaves me in good enough condition to be able to do the hiking and backpacking.

Gill: I walked up two 14,000 foot peaks this summer, one in Colorado at Pike's Peak and the other in the southern part of the Sierras with Nicholas last week—Langley. So I'm in good enough shape to be able to handle that sort of thing. At 58, I'm pleased that I'm able to do so.

Erickson: That sounds pretty good.

Gill: Actually, between the time in Colorado and the time backpacking where I didn't have access to food between meals, I managed to lose ten pounds, so I'm down to where I want my weight to be.

Erickson: Good for you.

Gill: Now whether I can keep it that way ...

(laughter)

with access to snacks between meals—that's another matter. When I get more time, whenever that might be, I want to get back into music.

I used to play a couple of folks instruments, and I'd like to get back into that again, too.

Erickson: I remember that.

Gill: Yeh, the hammer dulcimer in particular. I broke a couple of strings on it, and I haven't even re strung them. But that's one of the things I've always enjoyed.

I like to listen to music and general recreational reading, too. I read four or five books in the last six months, and I would do more of that, too. Phyllis is an extensive reader, and she recommends books to me, or I discover them on my own.

Gill: And I like to go to movies, especially the art-type movies, the experimental movies. Michael, our older son, is interested, so he and I go to film festivals occasionally to see the more avant garde kind of thing. So I have a wide variety of interests.

Erickson: You do.

Gill: I'm one of these people who, if and when I retire, am not going to be bored. It's going to be an opportunity to get involved.

It's just going to be what my health allows me to do, whether I'll do a lot of foreign travel and hiking and that sort of thing or whether I'll do more sedentary activities.

Erickson: Do you look forward to that time?

Gill: Oh, I think so. Yes. I've got a son in college for three more years and another son who's a senior in high school, so I'm looking at working another five to ten years anyway just to cover our financial obligations. And I enjoy what I do, so it's not a problem.

And Phyllis is ten years younger than I am, so she's not anxious to retire. So I'll be working for a while yet. But I will enjoy retirement when I get to that point.

Erickson: I'm just going to tease you a little bit now. Let's talk about your famous filing system.

Gill: Oh, ok.

Erickson: Anyone knows you can picture going into your office and seeing stacks of things, but you really know what's in those stacks, don't you?

Gill: Yeh, I go through them periodically. It's just a horizontal filing system spread all over my desk and credenza and so on.

Gill: When we move into our newly remodeled offices, I have pledged to clean things up a lot more.

So I'm in the process of trying to structure myself a lot more to operate out of a standard filing system instead of my normal system. But I've been away at a meeting and needed a document and I can call in and tell whoever picks up the phone which pile to sort through and how far down they'll find it, and it's there.

So I do keep track. I think it evolved when I was an assistant professor, and I had people come into my office and say they're so relieved to see there's somebody who's even messier than they are.

Erickson: Oh, it's not messy.

Gill: Or at least with more of their material displayed all over the desk. I mean, I keep confidential materials in a drawer, so it's only the non-confidential background stuff.

But it's because I'm working on so many major projects like our reaccreditation study or whatever that I need a large number of resources available because I'm bouncing back and forth between them. And rather than spend all my time running to the filing and back, I just have it there and work through different piles.

And then when I get a break after a month or two, I'll then go through and pull out what ought to go back to central files or what ought to go into my own working files or whatever and try to weed at it that way.

But it's just ... I backpack the same way.

(laughter)

Gill: I throw all of it in the backpack. And I know backpackers who have different compartments within their backpack for this, that and the other thing.

I take my poncho and throw it down on the ground and shake the pack out onto it and pick out what I want and need and throw the rest of it back into the pack. I mean, it's just sort of the way I've always functioned. It's just a natural extension of the way I've lived my life. But that's my filing system.

Erickson: Well, it's unique to you. Is there anything else, Bob, that we didn't talk about that you'd like to bring up?

Gill: No, I think you've covered all the issues. I mean, I've seen the campus decline in enrollment, hold enrollment and then charge up and hold it a little bit and then charge up again. I certainly much prefer the increase rather than the decrease. But I've been through the ups and downs.

Erickson: Could you speculate what the campus will be like in 2010 or something?

Gill: Oh, I think we will clearly be a much larger and much more diverse campus. We're becoming a fully diversified campus at this point.

I would hope that we'll have one or two more professional schools. Whether that'll be law or medicine or even something we haven't seriously considered at this point, I don't

know, but I would hope that we can maintain the diversity of professional schools that we certainly have the need for in this area and the ability to provide here on this campus.

We'll reach 15,000 students by the year 2005/6, you know, within a few hundred students one way or another. And I expect we'll be at our long-range development plan enrollment of 18,000 by the year 2010.

Gill: We've got the momentum going, we've got this Tidal Wave II coming along, and we'll clearly be meeting that.

How many off-campus programs we'll have, you know, whether we'll have satellite programs in other areas is something we're wrestling with right now.

I think there's a great potential there, although there's a tremendous challenge in doing that right, but there's strong interest in programs down in Temecula and down in the Palm Desert/Cathedral City/Palm Springs area, as well as other areas, Ontario or whatever. I expect that we'll be doing much more of that and satisfying our needs.

I think our Extension Program will continue to strengthen and meet an even broader clientele.

But I think also our Graduate Program in general is going to be continued to be strengthened. We'll be able to offer the diversity of programs that we can't with our much more limited number of faculty. The difference between 500 faculty and 1,000 faculty is the ability to offer a lot of the programs that a lot of our students leave us for and go to UCLA or Berkeley or San Diego or another campus with a more diversified program.

The Inland Empire is certainly scheduled to continue to grow, and another thing I'm very optimistic that we'll be able to do is to directly influence, as we've really done already, the development of the high tech industry in this area.

Everybody in the country wants this high tech industry, but I think we really are positioning ourselves with our College of Engineering and other resources to attract the outstanding industries that will be the growth industries of the future and have a more limited impact on the environment than the traditional hard manufacturing.

Gill: We'll no longer be the warehouse center of the country. We'll be an actively producing part of the economy, and I would expect or hope that the March Air Force Base reuse will be a dimension in that. That's one of the projects that I've been doing for Chancellor Orbach.

Erickson: Yes, you've been on that for a long time.

Gill: I've been on that for about four years now. So there are a lot of these kinds of projects, the kinds of things that Mike Beck and Jon Hutchison are doing in general development and outreach that are the things that lead to the University Village concept.

I mean, all of these things and you are going to continue to see more and benefit from. So I see us as becoming, clearly, the leading educational institution in the Inland Empire.

I expect we'll have a Division I Athletic Program, and we'll be bringing in outstanding competition as well.

What I see is the real maturing of the campus in the ten or fifteen years.

Erickson: It's exciting to think about, isn't it?

Gill: Yes, yes.

Erickson: Well thank you very much, Bob.

Gill: Ok. Well, thank you.

END OF INTERVIEW

Text in *italics* has been edited by Dr. Gill.