INTERVIEW with RICHARD BALCH
August 11, 1973

McCULLOCH: So the first question, Dick, is, what attracted you to Irvine?

BALCH: Well, as you remember, Sam, I was here at Stanford at that time, when Dan Aldrich was looking for people to come down there. As I recall the circumstances, Duvall Hecht called me up and asked if I would be interested in returning to student personnel work.

McCULLOCH: He was the Crew Coach.

BALCH: He was the Crew Coach, or became the Crew Coach, I guess. And I was here helping Wally raise $100,000,000 when I returned from MIT, and it seemed to me that I'd never helped start a university before, and so why not? And I went down and visited with Dan Aldrich after he'd called me some few months after that, and he seemed to feel that he wanted to have a student personnel operation that was not an end in itself and that the student and the faculty member were the primary reason for a university, and that attracted me. He made it quite clear that he didn't want to see a monstrous operation—what he'd seen in other institutions—develop in the University of California. So after several conversations and debate as to leaving Stanford, I found that my name had already gone to the Board of Regents without my knowing it.

McCULLOCH: Is that right? I didn't know that!

BALCH: And the first thing I knew about my being invited, which is something I guess I've never told anybody, is that Dan apparently had presented my name to the Regents and then Ellie Heller broke the news to Wally Sterling before I had a chance to discuss the matter with him, which was a little embarrassing, but I guess that's the way things have to happen.
in a university. So, anyway, I went down, as you may remember, in--was it July?

McCULLOCH: No, you arrived about May or late April of 1964.

BALCH: May, yes. Or--was it 1965?

McCULLOCH: '64. May, you arrived.

BALCH: And at that point in time we had the tin shack on the hill there overlooking what is now the campus--it is always rather startling to me to look at that picture there.

McCULLOCH: I've got that picture on my desk, too. Tony Ercegovich took it.

BALCH: That's right. I think the primary challenge down there for me was that I, as you may remember, had been Dean of Men at Stanford for a number of years and back at MIT, and I didn't want to see another place start with this attitude that I thought was evolving in the United States--that student personnel was something of an end in itself and that it was going to relieve the responsibility which I feel is the faculty members' responsibility for the student. And I got very tired, even here at Stanford when I was Dean of Men, of having parents as well as some faculty tell me that I had failed their particular student or their son or their daughter in their endeavor to acquire an education. So Dan seemed to feel that this was a potential there at Irvine, and he frequently rubbed my nose in the fact that a year later I had hired a large number of women to do what I'm now told men should have been doing, but I also had to make note of the fact that a large number of those ladies whom I hired are either still there or, if not that, have retired and lead now rather satisfactory jobs.

McCULLOCH: No question about that.

BALCH: I've kept track of that part of it.

McCULLOCH: Like Jan Jenkins and Ellene Sumner?
BALCH: Yes. I guess they have had some difficulties with some of the older members of that group since. But, at any rate, I felt we could set up a Registrar's Office and an Admissions Office and all of the other necessary mechanical problems for admission and, I guess, the welfare of students without setting up situations in which the individual involved in the job decides that this is an end in itself if he's Registrar or if he's Admissions Officer or if he's Dean of Students or whatever, that that's all that matters, that he's responsible for the student.

This is a non sequitur in part, but it reminds me of when the architect, Bill Pereira, designed that first dormitory that you may remember and presented us with the working drawings, and I said, "Bill, you know, this is a replica of the building I've had to work with for years at Stanford, namely, Encino Hall, and if you really want to build a monstrosity, go ahead and have this thing built." I don't know whether you recall the building, but it was a quadrangle, just a water-bag attraction for everybody. I've thought many times and thought I'm so glad that at least Dan and not really Bill, but Dan, went along with me in getting rid of those drawings, because if we'd built that we'd have had a coeducational dorm that would have been much more of a problem than they now have with possibly the cohabitation that possibly goes on now. I don't know. Anyway, that's an aside.

McCULLOCH: But it's an important one. Are you telling me that you really were responsible for the format of that first grouping of buildings?

BALCH: That first group of buildings that we finally arrived at was the result of my having gone back to Bill and--

McCULLOCH: Well, do you know you have triumphed for the second time-- the next group of undergraduate dorms are going to go in next to the Social Science Building.

BALCH: Are they?
McCULLOCH: Yes, and they're going to be these cottages; they're not going to be a monolithic structure which they, for economy's sake, wanted to build, and they finally threw out the plans.

BALCH: I'm delighted.

McCULLOCH: And they're going to start building them in a month.

BALCH: That's great, because that thing that Pereira designed and that was never built was exactly like Encino Hall, except that it had a whole hollow center which was just a fine attraction for any young man or young lady who wanted to drop things on somebody else's head. It was a four-story, as you say, monolithic structure that would not have been attractive to living and the kind of circumstances I think are available now.

But going back to the setting up of Irvine, you took part in a number of the sessions we had with the students that we identified and brought in for conferences.

McCULLOCH: Sure.

BALCH: And it always seemed to me that that was by way of setting a tone that I guess, from what I hear secondhand, has not been perpetuated. I'm sorry to say. It sounds to me as if they have a Dean for every student at this point in time.

McCULLOCH: For your information, the present Vice Chancellor, Jack Hoy, is really creating too many jobs for the sake of jobs.

BALCH: Yes.

McCULLOCH: And he has a bigger and bigger staff, and he's not doing what you set out to do, and I want to try to pin you down on this, Dick. You wanted to have your group more integrated with the faculty, with the academic side.

BALCH: If you remember, what I wanted to do—and I did it in part during the short time I was there after we got going—was that a member of the
faculty should be in the Dean of Students' office. It was a member of your faculty, as I recall.

McCULLOCH: Spencer Olin.

BALCH: Spencer. Where is Spence now?

McCULLOCH: He is Associate Professor of History.

BALCH: Great! Well, it was important that that job that Spence took be done by a member of that faculty and not by some bird from a School of Education someplace who had had a course in guidance once. I think that worked, Sam.

McCULLOCH: It not only worked, but they've gone back to it in part. In order to improve the EOP program, they took one of the black faculty, and they made him Assistant Vice Chancellor of Student and Academic Affairs, and he is in charge of counseling.

BALCH: Excellent.

McCULLOCH: They've gone back to what you started, but it's only one appointment, you see. They need to do more.

BALCH: Well, I guess I regret that fact, or did regret the fact, that I left when I did. I don't think you are aware of the circumstances. I've never said what they were to anybody, but when Dan started second-guessing me on the activities of students, I guess at that point in time I was being a bitter futurist, but I still take exception to the cohabitation of male and female, unmarried, in the same bedroom, at least insofar as public notice goes. So really, that kind of precipitated a departure, added to which I guess there was a concern I had, as far as he goes, of his confidence in me. But that's water over the dam. I've never said that to anybody, and--

McCULLOCH: I'll keep this transcript quiet for ten years, then.

BALCH: What really happened, I think, during those early months of the
start of the place was that we did have, not only in Ellene Sumner, but also Jan Jenkins and--

McCULLOCH: You picked a winner in Lyle Gainsley—he went on to bigger and better things. He's head of the whole thing now.

BALCH: Yes, he's up in Berkeley. Well, Lyle, as you may remember, came out of that Cal Western, down south.

McCULLOCH: A good choice, though—a tremendously good choice!

BALCH: He's a very conscientious chap who knew how far to go with mechanizing the operation. But that was a difficult problem, because Dan fought me on that. He said, "You know, I thought you were going to bring in all Administrative Assistants to do these things," and I said, "Yes, indeed, I think I have brought in a good many Administrative Assistants, but in this case you're going to go to—" (whatever the number was).

McCULLOCH: 27,500.

BALCH: 27,500 students, and he wanted to do 1600 the first year.

McCULLOCH: Right. We did 1589.

BALCH: And so, as a result of that, I said, "I'm sorry, we're going to have to set up a Registrar's Office." But that's the only office that I set up, other than to set up what I felt should be the faculty's responsibility in counseling and the academic direction of students. It seemed to be, in those early years, that that was working.

McCULLOCH: It was. No question.

BALCH: Really, the faculty was responsive and responsible. They didn't need to have somebody sitting between their responsibility to students in the academic performance and some, as I say, professional psychologist who was deciding whether a child or a young man or a young lady was psychotic or not and the courses that he was determining he or she should take.
McCulloch: Yes.

Balch: I guess the one instance that really got to me was when a Chinese gal, whom you may remember (I guess I've intentionally forgotten her name), started running more or less her own business, more or less a house of ill repute, in her own bedroom at the dormitory, and I relieved her of her continued enjoyment, if that is what it was, in that particular dorm, and Dan turned me around in that one and let her stay in school. I suppose nowadays I would have been accused of discriminating against an Oriental, or something like that.

McCulloch: I remember that case, now--I remember vaguely.

Balch: The facts were that I asked her to move out, and I should have asked her to get out of school. I didn't.

Going back to where we started--when we all got together down there, I was very excited about the faculty and about the kinds of faculty we were getting--you not the least of it. We did get together, not only Jim March and you and some of the others, but they seemed to have a similar point of view to yours and mine, and I felt I got great support.

McCulloch: You did, you did.

Balch: The whole concept was that we're not going to build up some monstrous operation here called Student Personnel or Activities. I guess, one of the people, along with you, who really gave me support on that was Jim March.

McCulloch: Yes, we were just saying this morning, "This was one of our dreams," and it's one of the dreams that didn't work out after you left, and it'll never fly with the present Vice Chancellor of Student Affairs.

Balch: No, they've got--

McCulloch: They are building as a whole bureaucracy.

Balch: --all the kinds of people that I was fighting against (or
fighting against probably isn't proper), but I just still feel, whether it be Stanford or UC, Irvine, or where, we had a better chance there at Irvine than at any other place I can think of, either in the University of California system or any institution which I wanted to be in on.

McCULLOCH: Starting from scratch.

BALCH: I think the closest I came to it, frankly, was at MIT.

McCULLOCH: Is that right? I didn't realize that.

BALCH: Insofar as tying together the academic with the so-called Dean of Students with the athletic program—and really that's what I wanted to see happen at Irvine—I learned to know students at MIT, both through their academic efforts and through the Athletic Department and their involvement in athletic activities. And I've always thought that, if we could keep athletics as a game for young men and women in institutions, instead of a business, it could be part of an education and a very important part.

McCULLOCH: I think Ray Thornton, our Director of Athletics, still has this dream, and he's very concerned that Student Affairs is really not supporting him.

BALCH: No, I've heard that.

McCULLOCH: And he's very unhappy. I talked with him only about three months ago.

BALCH: Now, there's an outstanding guy. As you remember, he came--

McCULLOCH: From Santa Barbara.

BALCH: He came from Santa Barbara before I left.

McCULLOCH: That's right.

BALCH: And I was terribly sorry to hear about the death of our first Director down there.

McCULLOCH: Yes, Wayne Crawford.

BALCH: Wayne was a good fellow.
McCULLOCH: Yes, he was a great—he had the right vision. Of course, as you know, the gym is called Crawford Hall.

BALCH: Yes. What I hoped we could do down there, and I did it at MIT, is that the physical education and coaching staff would return to members of the faculty their insights that they glean from the efforts of the young man or young lady in athletic activity. And there's a different input for that than one gets out of a classroom exposure, or whatever, so trying to tie those elements together was what I used to talk to Wayne about before I left. And I still think it could happen, really. I think Thornton would be a very—

McCULLOCH: They would like to do it, and Dan has just got to stop approving these new positions that keep being created in the Student Affairs area, because for every good position, that's money away from the athletic program and so on.

BALCH: That's money away from the whole place, really. No, I think that all we needed down there and all that's needed right now is. As you may remember, I stayed down on that first floor and didn't go up to the fifth floor of that Library for one good reason alone, and that is I thought I ought to be accessible to the faculty and students easily and not through a red carpet area to some corner of the building where I couldn't even find the place myself.

McCULLOCH: Yes. Well, they're now building—they've almost finished—the Administration Building, and I just don't know where the Student Affairs will be, but my guess is that it will not be down on the ground floor. I don't know—I'll find out.

BALCH: Well, that spot that I guess was supposedly planned for—who was the publicity chap who's still there?

McCULLOCH: Brad Atwood.
BALCH: Yes, that was proposed for Atwood, and so I traded with him.

McCULLOCH: I remember that.

BALCH: I think a lot of people thought I was kind of goofy in the head.

McCULLOCH: No, I remember supporting you. You did the right thing.

BALCH: I thought that, if we didn't have that kind of access to our students and to faculty, it would not serve the purpose that I felt we were there to serve. And I think to be with Mrs. Sumner and with the Registrar's Office and easy access there, was the best judgment. As I said, I had days of remorse in not remaining there, but it's been a fun life since.

McCULLOCH: Do you have any memories or recollections of the first planning sessions? Does anything stand out in your mind? You remember we had one in August of '64 and then the November one, and we put it all together, and we got out that purple plan of UCI.

BALCH: Yes, I remember.

McCULLOCH: What stands out in your memory? Because you came to virtually all those meetings.

BALCH: Yes, I was at all of them. I guess the things that stand out most in my memory are the sessions we had with you and Pereira. What was that red-headed chap's name who worked for Pereira?

McCULLOCH: Watson, wasn't it?

BALCH: Well, Jim somebody--Jim--Jim.

McCULLOCH: Yes, I know who you mean, but I can't recall it.

BALCH: I think what's most vivid is Dan's very positive effort to get us all involved in a large number of students, in planning a University that would go to this 25,000, and I thought we were utter fools to be talking about anything more than about 800 at the time.

McCULLOCH: You and I agreed there, but Dan overruled us all and went
to 1500—we made it stick at 1500. You remember we said we can't teach any more than that.

BALCH: I guess I remember most vividly the day we said, "Look, this is as far as we'll go, and this is it."

McCULLOCH: We cannot--

BALCH: But, you know, you have to give him his just due—he had 1500, and it worked. I thought it was nonsense.

McCULLOCH: I did, too. I still think we could have taught a little better with a thousand. But you'll be interested to know, Dick, that we've slowed up now; we're only up to 6800. We should have been way above that. And we're only going to increase by 130 next year.

BALCH: Next year?

McCULLOCH: Even though we have an increasing population in Orange County. We'll never be in the straits that Riverside is. Ivan's in trouble.

BALCH: Yes, he's in deep trouble.

McCULLOCH: And Santa Barbara's got its problems. We'll go up, but we're going to go up much more slowly, and we expect to plateau out at about 10 to 12 and not more than 14.

BALCH: I'm very pleased; I hope you are.

McCULLOCH: Oh, I am, except I'm a little concerned about what population zero growth will mean in the 1980s, because I'll retire in about 1985.

BALCH: We'll all retire together.

McCULLOCH: And we're going to have five years with no growth at all. It's going to be interesting to see how--

BALCH: Does this include the Medical School?

McCULLOCH: It includes the Medical School. We've got our hospital approved, incidentally, and I don't know--
BALCH: I guess some of the other things that stand out in my memory are the sessions we had with Coulson Tough and others in trying to decide what we were going to build, whether it was going to be married-student housing. I guess the original plans had already been completed, but it was a continuing debate as to where we were going to get the money. If you recall, some of us were spending a good bit of time up here in Berkeley with our friends, the then President as well as all of the activities on the UC campus. Some of the squabbles, I guess one has to call it, I had with the Civil Service mentality of some of the people who were hired by the University to run dining services and maintenance crews and this kind of thing.

McCULLOCH: Some of the other things I had in mind—I just wanted to get your recollections, because I'm writing this history only up to 1967 (if I write it), when Jack left—if it were titled, "Instant University," what was our plan, what were our dreams, what did we want to do, there'd be a chapter on Student Affairs, and I'd like to know what you wanted to do and then, to the point when you left, how much you felt that you had achieved and how much you thought you hadn't.

BALCH: I hoped I would leave some kind of imprint. It didn't last very long, if I left any. I felt that it was going to be a continuing battle to keep the concept of faculty involvement and to keep out what was the University of California's vested interest in other campuses. You recall that, at Berkeley or Davis or Santa Barbara or any other place, there were at least eight or ten people involved in student personnel work on each campus, and I just didn't feel that we should afford this, on the one hand, but more basic was my concern about what is an education? And I'm not going to be simple-minded and say it's a faculty member on one end of the log and a student on the other, but I'd rather exaggerate things in that direction.
than what I was seeing in American universities over the last 30 years, and at that point in time it was only 20 years, but at least I knew what I didn't think was the--

McCULLOCH: Well, you said you had these battles with the bureaucracy up in University Hall. What were some of the battles?

BALCH: Well, those battles were-- For instance, you may recall we hired Saga Foods to serve food to our students and our faculty, and we didn't have on our hands--

McCULLOCH: Go ahead.

BALCH: I wanted to see us set up something so we could have the opportunity to change our food vendor, and, if one hired Civil Service to do this, one couldn't change their personnel.

McCULLOCH: Was it your idea, then, to get that outside book store, too?

BALCH: The outside book store. Actually, you may recall, we had great debates with Dan and some of the faculty at the time about a student newspaper.

McCULLOCH: Oh, yes. I remember that.

BALCH: I always contended that, if you're going to have a student newspaper, it's a student newspaper; it isn't something that is subsidized by someone handing out some dollars, then saying it's a student newspaper. I guess that's still working that way; I don't know. Is it?

McCULLOCH: No, they're subsidizing it, and this is a point of considerable tension between some who agree with your position and--

BALCH: Well, if you're going to have a student newspaper, it's like a separate corporation as we now have at Stanford. Here at Stanford now, it is a separate corporation. But it's taken up until two or three years ago for Stanford to get around to the fact that it is a separate entity, and they do have privileges and obligations--
McCULLOCH: Well, it hasn't worked out at Irvine. We've got the radicals controlling the newspaper, and it's still subsidized in part by the University.

BALCH: I think it's a shame, but anyway I think we had two, or once maybe even three, newspapers at the same time.

McCULLOCH: Yes, three, I think.

BALCH: That's the world in which we live. But I always thought that it was an important part of the whole effort that we not have the then-Vice Chancellor for Student Affairs having to tell the newspaper what to do. If they couldn't run their own affairs properly, their newspapers wouldn't sell.

McCULLOCH: They would close down, yes. What were your notions, Dick, on a Union, a Student Union? Did you start anything at the time you were there?

BALCH: Not really. We had ideas, if you recall, about the dining facility becoming some sort of a Student Union. Well, I don't think I had really thought either that far down the road or considered a Student Union as something that would be possible within the next five years.

McCULLOCH: Well, we've got to the point now when we've got to have one, we've got so many commuter students. I mean we're up to 7,000, and it's only 10 percent, I believe, who are resident now.

BALCH: Only 10 percent?

McCULLOCH: You and I were there when we started, and it was 33 percent, exactly 33 percent, and now it's down--maybe it's 15, but it's certainly not higher than that. We've built a couple of satellite buildings, and the students voted and turned down a Union during the time when the radicals were in control in the late 60s, in 1969. Well, now they're going to vote on it again, and I believe this time it'll pass. They've got to
have some place to get together. We've got no feeling of, well, I wouldn't say University spirit, but I'd say that the commuter student has no place to go, except that he does have his academic school. But, as you know, Pereira forgot to plan those common rooms and things, and you wanted them in, and it was too late to put them in, if you remember.

BALCH: I vividly remember that, but Pereira wasn't about to change things around. Oh, I think the Student Union idea, if it doesn't follow the traditional line, Sam, was what I hoped would happen maybe to that dining facility—

McCULLOCH: Mesa Court, Mesa Court.

BALCH: On the upper level—it could be a place where commuter students and resident students could not only rub elbows but learn to know one another. Why separate out the commuter student just because he doesn't happen to live in residence?

McCULLOCH: Well, that didn't work; Mesa Court was built, and the resident students live over there, and the Commons is still used by the commuter students.

BALCH: That's all the Commons is used for?

McCULLOCH: Well, they still have the offices of the student newspaper, and they still have the other activities that you helped—. You remember we got the money to fill in the third floor. Well, that's still the same.

BALCH: It does seem to me that a facility that is residential as well as a commuter-student facility still ought to be thought of—

McCULLOCH: Would you say it again?

BALCH: I think there ought to be a common facility that is a gathering point for resident, as well as nonresident, students.

McCULLOCH: Well, I think this is definitely going to be. They're going to put it, they think, at the gateway next to the Administration
Building. It's going to include a number of things. We hope to have our Faculty Club there.

BALCH: Excellent.

McCULLOCH: We call it the University Club now because we've got the Administrative Assistants and the secretaries to join. We had a bit of a battle about that, and I won out on that because we didn't lose more than two or three faculty members, and we've really got a good group. We're in a trailer, but we will eventually go into that Union building.

BALCH: Well, maybe the thing I was quibbling about a minute ago is the concept of a Union, a Student Union. I think it ought to be a Union building. I think we talked about that a little bit, but if a Faculty Club can be a part of the Union building and it can be a gathering place for students who are commuters, as well as for residents, then you are reestablishing what I think a university is; namely, a place where faculty and students are not only talking one to the other in a classroom, but outside, where honest confrontation can take place and get away from what we've lived through these last few years, with violence replacing what I think, as I say, the university is all about—honest debate.

McCULLOCH: Yes. We fortunately got through that period pretty well with a minimum of confrontation. We had some.

BALCH: Certainly, you got through in better shape than Stanford did.

McCULLOCH: Oh, yes, I know that. Pamela was here during those days. I couldn't believe some of the stories she brought home.

McCULLOCH: Well, Ellen graduated in '68, and it was just beginning.

BALCH: Pamela graduated two years later, and it was unbelievable. I think some of the other things at Irvine that I rather hoped for—maybe they are continuing now and if not continued will be reinstated—is the whole
concept of the responsibility of the faculty for the student and the Dean of Students' Office is that a service organization intended for the purpose of making tighter the bow between the student and the faculty members.

McCULLOCH: Well, I don't know what is going to happen. There are a number of us who still want to see what you wanted, and it isn't really happening, though I think Hazard Adams, who is now the academic Vice Chancellor, would like to do what you wanted to do, has pushed this appointment of the Assistant Vice Chancellor of Students and Academic Affairs and would like to integrate in some way, more the Student Affairs, but he is, I think, opposed (I've never talked with him about it) by Jack Hoy, who is building this empire. And, Dick, as I said, Ray Thornton is very unhappy because every new position takes away from the support of the Physical Education program.

BALCH: I think it ought to be going in the opposite direction. I think if Ray Thornton is going to add staff, he ought to have well-trained, intelligent men teaching in the Physical Education athletic program who are then turning back to the faculty new insights -- continuing insight -- as to who the students are and how they perform, not only in the classroom but outside. And it can be done, because it was done at MIT, and it was the most rewarding thing I've ever done in my life. The faculty were the ones coming back to me, saying, "Tell us more," or they would be coming back and saying, "Can't I get a little different picture about this student who has asked me for a recommendation for graduate school or for a position outside in business?" If you have the right caliber of coaching staff or teaching staff in athletics, it'll happen. It does happen. So I'm sad that that isn't happening down there.

McCULLOCH: Hazard might conceivably turn things around, but I think it would have to mean that the present Vice Chancellor of Student Affairs who is up and coming might conceivably move to another position, and then they
would fill in with a person of your point of view. I was talking with
Jan Jenkins not long ago; she and I discussed old times, and she said she
keeps in touch with you.

BALCH: Yes.

McCULLOCH: And we agreed we would like to have carried out your dream.
Now, here's the question I ask everybody: If you had to do it over again,
what would you do, what would you have done that you didn't do?

BALCH: Well, Sam, I think, to be perfectly honest, I became so deeply
engrossed in what I was doing, that I didn't realize how really quite tired
I was by the time I—and I ought to be honest with you, I think I used bad
judgment and realized it much later. If it hadn't been for my going on to
the Peace Corps in the Philippines shortly thereafter, it would have been a
fairly devastating kind of stupid thing to have confronted myself with. I
think, if you recall, as we started moving into the campus and got dis-
perssed, one of the best things that happened down there was living in those
silly tin houses up there and having to stumble over each other every day.

McCULLOCH: That's right.

BALCH: Because this was the only way we really kept that thing in one
circle for as long as we did.

McCULLOCH: That's right.

BALCH: What I think would happen that was too bad and what I would
want to do differently, if you want a second chance, was when we moved into
the administration part of the Library, we went off our separate ways in the
buildings, we never really had the same communication base that we had in
those silly tin shacks. Something should have happened at that time, not
just faculty meetings, not just formalizing what we now call Senate meetings
or something. If we had had a place where we could meet regularly and still
go through the same gyrations that we were going through in the early days,
I am pretty sure that I would still be there, to be honest with you, but I got very much led off the track, even though I intentionally stayed down on the first floor to get away from the Vice Chancellor concept—the Chancellor and the Vice Chancellors all sitting up there kind of looking over the whole scene. If we could have done that somehow, maybe it would be a trailer, maybe it would be some kind of a gathering place that we got off campus, that would have tied the whole place together. I get lonely for that.

McCULLOCH: Were you in on the planning of the Administration Building which is now being built?

BALCH: No. That was brought up as something way down the track.

McCULLOCH: As I said, it's being built right this very minute, and it will be finished in December, and I wonder where Student Affairs is located. I can find out, but I thought maybe you were in on the planning of that.

The trouble is that it was so easy with that small group. As Jim March was saying this morning, it is an example of what you can do when the group is small. Once you get bigger, once the faculty came on board—. And do you realize that every year for the first four years we increased so much that new people almost outnumbered the old?

BALCH: Yes.

McCULLOCH: So it was a fragile kind of plan, because we wanted something, but they came in full of pep and vinegar and they wanted to change it, these younger people. So it was a fragile thing that withstood quite a bit of battering, when you think about it.

BALCH: Well, I think another thing I would do differently is that, even though I tried to get around to your department and to the various buildings, I would make a greater effort to make certain that we were keeping that kind of line of communication. And I think you could perpetuate that; even though you bring young people into the faculty, you can
perpetuate an aura of involvement and concern that doesn't have to get lost just because you get big. Right here in this Medical School, I go around to every department intentionally, oh, I think at least once a month, just so I'm sure that I know the faculty, and I'm sure that the Administrative Assistant and the head of the department doesn't just view the Dean's Office as, you know, the damned Dean's Office down there.

McCulloch: Yes. What's your official title here, Dick?

Balch: I'm the Associate Dean for Administration.

McCulloch: For Administration? So you have to meet with each department head, then. I see.

Balch: Yes, it's set up much the same as you're accustomed to. The Dean is the Vice President for Medical Affairs, and I'm the Assistant Vice President and Dean for Administration.

McCulloch: Very good.

Balch: And it's a good spot, because I'm interested in what's happening in medicine and have always contended that we should have doctors who have the breadth of education--what I think is an educated man. They have the greatest opportunity for leadership, I think, of any profession in the world, but they don't view it that way.

McCulloch: I know it. Sally's brother is a professor at UCLA Medical School, and he got in Time magazine and the LA Times front page for this special injection of--

Balch: I've forgotten his name, Sam.

McCulloch: Bob Rand, Robert W. Rand. They inject silicon, and they have this magnet he invented, and it holds the silicon until it solidifies, and then that stops the blood going to the tumor, and the tumor just simply fades away. It's absorbed.

Balch: I want to tell Pamela to maybe say, "Hi," to him, because with
Gary going down there she's probably going to be working as a nurse.

McCULLOCH: Well, please do, and I'll call him up. What will her name be?

BALCH: Her name will be Mrs. Gary Maes, and Gary will be in the first year--

McCULLOCH: M-a-y-e-s?

BALCH: No, M-a-e-s.

McCULLOCH: M-a-e-s.

BALCH: That's a Scandinavian name.

McCULLOCH: Okay, I'll call up Bob and tell him. Now, anything else you think you might have done differently at Irvine?

BALCH: Well, let me ask you a question first. What has happened in terms of Dan's anxieties about becoming a big-time athletic power?

McCULLOCH: Well, it is still in balance, because the faculty still doesn't want to go that way, but as we get bigger the faculty Senate is diffused in its voting--it doesn't have the overwhelming position. So, therefore, we're doing very well in basketball, baseball, tennis, crew, sailing--we've done awfully well in sailing. But Dan would like--I'm sure he'd like us to have football, but I know Ray is holding out against that, because I talked with him, and he talks about five or six years--you know, he pushes it off. Secondly, Dan wants sororities and fraternities, and the faculty didn't want it, and they're going to have them now.

BALCH: Are they?

McCULLOCH: He has disregarded the faculty, and the Pi Phi's are going to go down and the Beta's--one men's (fraternity) and one women's (sorority) are going to open this September. What do you think about that?

BALCH: Well, it's amusing to me, because every other institution in the United States is going in just the opposite direction.
McCULLOCH: Well, this is what the faculty felt, that they are anachronistic. You don't remember—you had gone—I was Chairman of the Welfare Committee of the Academic Senate, and we brought in the unanimous recommendation not to have fraternities and sororities, and we were unanimously supported in the Academic Senate. I think it was about the end of the first year.

BALCH: Well, Dan must have given in to some of these 50-year-old sophomores who are living around the area. They were the ones who were after me all the time. I remember the Chi Psi's were trying to get a chapter there, and they sent down their high muckamucks.

McCULLOCH: Well, I know you didn't want it, and I know I didn't want it, and I still think it's not the answer. The students are kind of lonely, still, and they're out, you know, four miles from the main urban area. We still don't have a good bus service. It's just beginning. We're getting bus service now, but it's just beginning. The student feels kind of lonely, and there's not what you'd call a University spirit yet.

BALCH: Has the town developed at all?

McCULLOCH: Oh, yes. The town of Irvine?

BALCH: Yes.

McCULLOCH: It is beginning; it has been incorporated—about a year ago. The Chancellor Homes have doubled or tripled since you were there. Turtle Rock is a mile and a half away. I think Irvine is about 20,000, but it's much bigger than you or I or Pereira wanted. It's now double the size, and Dan went along with that because the Irvine Company stands to do much better by having a bigger city. It's incorporated way up to the corner of where the San Diego Freeway goes into the Santa Ana Freeway.

BALCH: Oh yes?

McCULLOCH: Way up in, there'll be a big shopping center. Irvine will number, I think, 500,000 in the year 2000.
BALCH: I guess you'd really realize my dream if you end up with some sort of a facility that will provide for faculty and students and alumni and all of the people who make up a university—I'm talking about staff, too—to enjoy themselves, be it in a facility that provides a bar and meeting rooms and this kind of thing. If you can do that without saying, "Well, this is the Faculty Club, and no students enter here," then you will have done something that is in the direction of what I hoped we were headed for.

McCULLOCH: Well, we were headed, also, to be much more in the center of Irvine, and now we're more off on the periphery, because it's gone so far north. And that's really very sad to me, because I felt we could influence and be an influence on the city of Irvine, and now I just don't know.

BALCH: The building of the town never took place across the road?

McCULLOCH: Not as yet, but we hope it will, and if it does, our dream will be fulfilled. But if the center is, say, three miles away, then we've had it. But they're still thinking of doing it—the latest I heard was that they were planning these big buildings right across from us, but they haven't gone up yet. Just that one Town Center is there, with the bank.

BALCH: Yes. How is Gerry Sinykin doing?

McCULLOCH: He's doing very well. Of course, that Health Center that you set up is great. He has become very involved with wanting to set up a hospital right at the corner of MacArthur—a community hospital—it's called Western World, and it's at the corner of MacArthur and University Drive. They're trying to raise the money. But to have a hospital within two, three, four, five hundred yards of the University Hospital—I can't see it. And I think that is one of the reasons they aren't raising the money, because the University Hospital is going to go ahead now. But maybe they'll go ahead—Gerry is on the Board of Directors of that.

BALCH: That's an interesting—
McCULLOCH: That's a conflict of interest, though, as I see it.

BALCH: Well, I see it as a conflict of interest, but I think it's an interesting question as to whether a community hospital should go up or not, because we're a community-and-university hospital, and we're always going to be like this, and it may very well be that to have a community hospital will be for the best interests of the University Hospital--

McCULLOCH: Could be.

BALCH: Do you remember the story of how Gerry got hired?

McCULLOCH: No. Let me hear it.

BALCH: Dan set up a committee to select someone to set up the Student Health Service. The Chairman of the committee was Gerry Sinykin, and there were two others from the community on the committee and myself. So we were poring over a large number of names of people who ought to be considered. Finally, about three weeks went by, and Gerry came in one day and said, "Do you think maybe I could be an applicant for that job?"

McCULLOCH: No kidding!

BALCH: I said, "Actually, you're the Medical Chairman of this committee, and I guess you could put up your own name if you want it," but I said, "If you do put up your own name, I'll tell you right now we'll dispense with the committee activity, and you'll be it." So, anyway, that's--

McCULLOCH: I never knew that.

BALCH: But he did a magnificent job, because he came up here, and he Cal & Stanford to see what a Student Health Service would be went to Cal of UC-- He was a student of student health before he ever came by that operation down there.

McCULLOCH: He's done a good job.

BALCH: Remember Kerr made possible some of the Opportunity Funds from the Atomic Energy Commission overhead--and we got $700,000 for that building just the summer before I left?
McCULLOCH: Yes. That's a beautiful building.

BALCH: I think that's the most magnificent Health Center that I've ever seen!

McCULLOCH: Yes. Marleah is still there. I really love that building—that's a good building. Jerry is doing well; in fact, I have lunch with him occasionally at the University Club. They have set up a Counseling Center, and it's under the Vice Chancellor of Student Affairs, but it's loosely tied in with the Health Center.

BALCH: Separate from the Health Center?

McCULLOCH: It's separate from it. It's on the sixth floor of the Engineering Building, because Engineering has not got enrollment, and people just rattle around, so several people are up there. The whole audio-visual group are up there; the whole counseling group are up there on the sixth floor.

BALCH: How many counseling--?

McCULLOCH: Oh, I think they have about eight, and they're Ph.D.s, you know, they're this--

BALCH: Professional counseling?

McCULLOCH: Yes. Some of them I relate to well, and others I don't relate to at all, and so, if I have a student with a problem, I direct him to someone I have confidence in.

BALCH: What I hoped originally, when we set up the Health Center, was that that kind of thing would be under Jerry's aegis.

McCULLOCH: Well, it loosely is now, and maybe that is something Hazard is responsible for, because all of a sudden Jerry has taken over—I understand it's under him now.

BALCH: If you don't do this, you run into the same thing that exists here and elsewhere—the white coat covers his psychiatric problem over here,
and the psychologist-counselor type that has his confidential efforts over here, and never the twain shall meet.

McCULLOCH: And never the twain shall meet.

BALCH: I rather hoped that Terry could take on that whole responsibility.

McCULLOCH: Well, as I understand it, it is now removed over to him. But I think that was a decision made by Hazard.

BALCH: It has to be under him, really.

McCULLOCH: But it is now, but it didn't start that way. And the psychiatrist who is under Terry—his name is Loesser—I had lunch with him—is now administering the Counseling Center.

BALCH: Those days were really great, because I still hear from a large number of those first students.

McCULLOCH: Yes, do you? Very good.

BALCH: Yes.

McCULLOCH: I know every time I see Ellene Sumner and Jan, we talk about you, and they are in touch with you.

BALCH: I guess Ellene is about ready to retire.

McCULLOCH: I'm sorry to hear that. She's a marvelous person, just a great person, and a very competent person, and I'm disappointed that things didn't work out the way you wanted them to.

BALCH: I'll have to say I think she's been given short shrift under the present operation. She is a very bright and able lady, as is Jan Jenkins.

McCULLOCH: I see Jan quite a bit.

BALCH: Jan, being younger, is more resilient and able to cope with the whole thing.

McCULLOCH: Yes. Well, that's very good, Dick. Anything else?
BALCH: One thing I wondered about is, do you still have the foundation we set up for the religious activities?

McCULLOCH: Yes, the Interfaith Center.

BALCH: Interfaith Center.

McCULLOCH: And Ed Allen is still there and carries on. It's doing all right, and it manages to get enough money. And personally I support it; you know, I give it active support. Of course, the first person you set up, Dr. (what was his name?)--

BALCH: An older man.

McCULLOCH: Yes; he retired. It's sort of a triumvirate now, the Catholic, the Jewish, and Ed Allen's group.

BALCH: Broad-based?

McCULLOCH: Yes, it's pretty broad-based.

BALCH: It was a fascinating experience. I don't know whether you've ever sat in on some of those meetings. I think you did.

McCULLOCH: I did.

BALCH: The Catholics and the Jews were the only ones who were really cooperative, and the Protestants started quibbling amongst themselves.

McCULLOCH: That's right, yes, that's right. Well, that concept is still successful, and it's still there--it's in the Town Center and will be located in the Union Building when it's built.

BALCH: It will?

McCULLOCH: Yes, yes.

BALCH: Is the Union Building a practical possibility?

McCULLOCH: Yes, as I said, they're going to vote on it, the students will vote on it. I think I had a questionnaire only a month ago; I answered what I thought--things they wanted to put in. They've got planning way advanced, and I think they'll vote on it this fall, and they'll go ahead.
BALCH: They'll go ahead?
McCULLOCH: Malcolm tells me that the Union is being built now at San Diego and will be finished next year. Well, this year is his sophomore year, so it'll be ready for his junior year.

BALCH: If they could just come up with some other name—the concept of a hub or center, for not only extracurricular but indeed maybe even seminar-type opportunity, it would really bring about the hope that I had for the place.

McCULLOCH: Well, I'll try to get the plans and mail them to you, if I can get hold of them.

BALCH: I'm very interested.

McCULLOCH: Well, okay, Dick. Thank you very much. I really appreciate this.