INTERVIEWEE: JOHN BROWN
               University Registrar from 1967 to 1989

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

DATE: July 11, 1989

SM: This is an interview with John Brown, the Registrar of our university from 1967? Is that right?

JB: Right.

SM: Nineteen sixty-seven, down to last Friday, when, I'm sorry to say, he has retired and this is July 11, 1989. Now, the first question, John, you came from Hawaii, as I remember, but you'd been trained at UC San Diego, so you knew quite a bit about . . . Lyle Gainsley, you know, called you in Hawaii, I guess. And what did you find you needed to know in our university system when you got here?

JB: Well, first, I was at UC San Diego before that campus opened.

SM: Right, yes.

JB: And in those early years of the three new campuses, Irvine, Santa Cruz and San Diego, there were many meetings where the . . . well, where the key people would get together with other campuses, but the three new campuses frequently met. So, I got acquainted pretty well with the early people here at Irvine, for example, Don Walker, who was the Vice Chancellor of Student Affairs.

SM: Right.

I believe Don Walker was the first VC Student Affairs

JB: Dick Balch was Dean of Students. Eloise Kloke. (audio difficulty)

SM: Dick Balch was our first Academic Administrator, I mean, our first Student Affairs Vice Chancellor, then he left and there was a hiatus of something like six months while we found Don Walker.

JB: Right.

SM: And Spencer Olin here in our History Department was acting Vice Chancellor of Student Affairs.

JB: Well, yes.

SM: And then he brought in . . . And then when . . . What's the matter of me? The successor to Dick Balch, he brought down Bob Lawrence.

JB: Yes.

SM: And he was made Dean of Students. So, then you came on in 1968? No, 1967 you came on.

JB: Right.

SM: That was the point where Jack Peltason left us.

JB: Right.

SM: And where Roger Russell succeeded him; but there was a bit of time there, wasn't it.

JB: Right. So, in the beginning, I got acquainted with people from UC Irvine while I was at UC San Diego at the various meetings we would have. I was in charge of several things at UC San Diego because it was a brand new campus, you know. I

was their Registrar, Admissions Officer, Relations with
Schools, and really in charge of publications, as far as
gathering copy for the new catalogues, brochures, and so on.
Questions were ahead of the answers.

SM: Yes.

JB: And during that one year, then, I got . . . as I say, I got
acquainted with some people here and what was going on. And
one of my best friends, one of my very best friends, was Lyle
Gainsley. So, I learned about UC Irvine and that there was
an opening here, told Lyle, and Lyle happened to get this job.
And then we would be going to meetings, system-wide . . .

SM   System-wide.

JB: System-wide meetings, yes. So, Lyle and I always roomed
together and so on and so forth. Through that contact then,
I was pretty well acquainted with what was going on here at
Irvine.

SM: Very good. Very good.

JB: Okay, I'll try to . . .

SM: Years ago, you said . . .

JB: Yes, okay. Well . . .

SM: (inaudible) put (inaudible) on data base, you say?

JB: Well, here's the thing. You know, Lyle and I were good
friends, and as I say, we were in close contact. And Lyle had
the job here, I had the job at UC San Diego. And the thing
that was really bothering me, and even Lyle at the time, is

that all of the data processing supporting the Registrar's Office, the Registrar Admissions Office, was done at a data processing center at UCLA, a system-wide system.

SM: I remember that.

JB: And that was really aggravating for both of us because the quality of service that we could provide the academic units depends so much on the quality of computer support that the Registrar had. So, that was kind of frustrating, sending manual documents up to DPC in Los Angeles, and then they would record the information, they keyed it in to a data base and sent us error reports and so on.

Now, let me back up just a little bit because I think this was really important in the early stages. Years ago, in the early fifties, I was Assistant Registrar at the University of Texas in Austin. And, at that time, throughout the country, the Registrar's office had their own accounting machines. We called them unit record machines, a punch-card type of an operation. A person named Dr. Puckett at UCLA had his own punch-card equipment. He was the Registrar at UCLA. Clint Gilliam at Berkeley had his own punch-card equipment. The man I worked for at the University of Texas, Byron Ship, had his own punch-card equipment.

And in the fifties, mid-fifties or so, throughout the nation computers became more and more popular and . . . Well, not computers as much as just more sophisticated punch-card

equipment.   And in order to justify computers, those early computers, for the Accounting Office and so on, or for Business and Finance, across the country, you know, the people in charge of Business and Finance said, "If you buy this computer for us, then we can also do what the Registrar's Office is doing."

And so, gradually, then, they picked off the Registrar's unit record equipment, the punch-card equipment, and the Registrar then was forced to use a centralized campus computer system.   That happened across the country.   That happened at the University of Texas.   It happened at Berkeley, Los Angeles, and so on.

When they took those punch-card equipment out of the Registrar's Office I was really heartbroken because it was a great experience to be able to control your own destiny, in a way. We had to then depend on a system-wide . . . a campus-wide computer system. So, frankly, in kind of discouragement, I quit the University of Texas and then later found myself in San Diego and this new campus, the University of California, San Diego, was opening, destined to enroll 25,000 to 30,000 students.

SM: Right.

JB: They had a big, big computer there.   I thought, "What an opportunity!   Here's a new campus, the University of California, destined to be very large, surely, they'll have

a real sophisticated computer-assisted system." So, I was
delighted to get the job.

And then, as I say, I was wearing several hats, but one
was the Registrar. And soon after I got there at UC San
Diego, two men from DPC in Los Angeles came down to see me,
representing the President's Office, Bob Leonard and Bob Drew.
They were old-timers in this punch-card system for the
University of California. They told me that university policy
required us to have all of our data processing down at DPC in
Los Angeles and so on, and explained how we would send
material up and they would key it and send us back our reports
and so on.

So, as I say, that was frustrating for all of us. And
to be very truthful, well, it was just discouraging, you know.
I knew what could be done from my experiences at Texas. And
the problem was I felt like a fool because there was a big
computer on the San Diego campus, it had a lot of data
processing to do, and, yet . . . and the professors there
would see me not using the computer to do this data
processing, I'm sending stuff up to UCLA.

So, it happened then, as time went on, the University of
Hawaii was looking for a Registrar Admissions officer. They
seemed to have a fixation on getting someone from the
University of California. They first asked a fellow named
Hans Wagner, the Registrar Admissions officer at UC Davis, if

he wanted the job. He went over to the University of Hawaii

and came back. And they gave him a raise, so he stayed at

Davis. He called Lyle Gainsley at Irvine. Lyle went over,

they offered him the job. He came back and Aldrich gave him

a raise, so he stayed here.

SM: Oh, gee! (laughter)

JB: So then, Lyle called me and I went over and they offered me

the job. I came back and told Carl Eckert, the man I worked

for, Dr. Eckert? *ECKHART ?*

SM: Yes, Physics.

JB: Physics . . . Vice Chancellor for Academic Affairs, a grand

old man. And so, I told him I was going to quit and go to the

University of Hawaii. And a few days later, he and William

McGuire . . . Who was (inaudible)--McGill--called me into

Eckert's office. Well, McGill called me at home first and

asked why was I quitting. And then he said we'll meet in

Eckert's office, so we did. They asked me why I was quitting

and I told them, and they said, "We know you've got too many

responsibilities. We'll take all of them away and get some

other help for you." They said, "You can be the Registrar

Admissions Officer, or, if you prefer, the Registrar or the

Admissions Officer. What is it you would like?" And I said,

"The thing that's bothering me is I have to do my data

processing at DPC in Los Angeles and that's the thing that's

causing me to want to quit and go to Hawaii." And they said,

"That's one thing we can't change because that's university-wide policy." And I said, "Then I have to regretfully quit and I'll go to the University of Hawaii."

So, I went to the University of Hawaii and, once again, I found myself in the position of having to use a campus-wide computer. The person who hired me, although he was a vice president, didn't have that much power. He told me when we were interviewing, "Oh, that's exactly what we want to do, what you're explaining." But in reality, I could see that I wasn't going to have my own data processing center. And so, I was there. That's the only job I had and I just decided I'd hunker down and make it . . . make the best of it.

I was always in touch with Lyle Gainsley who was here at Irvine. So, one day Lyle called me and said that he had been promoted to a job in the President's Office as University Registrar and Director of Admissions. If I wanted his job, I could have it. That was in the days of cronyism.

SM: (laughter) No affirmative action there!

JB: And so, I came over here, met briefly with Aldrich. And as I say, I'd met Aldrich a number of times before, so he knew me somewhat. Eloise Kloke knew me, Dick Balch knew me and so on. So, I got the job just as a shoo-in. And I was delighted to get the job here because, while I was struggling around in UC San Diego and in close touch with Lyle Gainsley here, Lyle . . . I was envious of Lyle because IBM had joined UCI to

make this campus, UCI, the computer campus of the nation. And among other things they were developing in a pioneering effort was what they called student . . . Computer Assisted Student Affairs System, CASAS. And although all of the record keeping was done at DPC in Los Angeles, the same as it was from San Diego . . . In fact, all of the southern campuses were served by the Data Processing Center in Los Angeles.

CASAS was developing a very sophisticated enrollment system called . . . Well, it was just part of CASAS. And in a nutshell, the goal was to have the students enroll in classes by going to a terminal. Their ultimate plan was to have terminals in the residence halls and so on and so forth throughout the campus, so people could just go to a terminal and enroll in classes. So, twenty-five years ago that was real flashy. There were people from throughout the nation coming here to see what was going on. And Lyle was the one who was proudly showing people around. I was in San Diego struggling, and that's why I was envious of Lyle.

SM: (laughter) Yes.

JB: And although we were the very best of friends. So, when I had a chance to come here, I leaped at it, left Hawaii and came here. And got acquainted with this enrollment system and so on. And, of course, Lyle was at the President's Office and he and I were still in close contact. And I was here about eight months when UCI and IBM disaffiliated suddenly. IBM

withdrew their computer analysts and programmers and so on and
. . .

SM: Have you got an approximate date on that, John?

JB: It would have been 1968, and I'm not sure what month.

SM: Yes, that's all right.

JB: At the time, Bob Gordon was the . . .

SM: Yes, I know Bob.

JB: Bob Gordon was the Director of the computer facility. And I'm
     still in touch with Bob Gordon, see him quite often.

SM: And I like him. He's a funny guy.

JB: Yes.   So, anyway, I was devastated when UCI and IBM
     disaffiliated.   We lost everything because what had been
     developed was dependent upon what they call an operating
     system for the computer.   And when IBM took the computer
     operating system, that meant that the development that had
     been done so far was down the drain.

SM: Lost.

JB: So, I was back at square one once again, in a position where
     I had to depend entirely on . . .

SM: UCLA?

JB: Yes. So, as you say, there was a period when there wasn't a
     Vice Chancellor of Student Affairs.   So, Aldrich was the
     Acting Vice Chancellor of Student Affairs, and . . .

SM: It was Spencer Olin. He made Spencer Olin (inaudible).

JB: Okay, right, right. Well, anyway, one time . . . Well,
     first, we had nothing. We were back to square one.
     Everything was depending on DPC.

SM: You've got a point that Aldrich might have been. I remember
     in . . . that Don Walker left San Diego State as Academic Vice
     President and there was a . . . And this was in 1969 and
     (inaudible) I've forgotten, because they had a search, and
     Jack Hoy was brought on board.

JB: Right, right.

SM: And he came in September of 1969.

JB: Okay, so (inaudible).

SM: So, you're absolutely right there. Dan was the . . .

JB: Right, yes.

SM: Yes.

JB: He was Acting Vice Chancellor of Student Affairs. Well, you
     know, the students, the faculty, everyone was pleased with the
     IBM system under development. And enrollment wasn't too large
     then--3,000, 3,500--and it was real flashy. So, I had to
     revert back to what I call the "UC Campus Scramble System" of
     enrolling students in classes, which is basically . . .

SM: How do you spell that?

JB: Campus Scramble is what I . . .

SM: Scramble.

JB: Scramble. That's what I just call it because what it is,
     basically, students would go to the various professors or

academic units and get an IBM card as a reserved seat in a given class. And then they would collect the cards and turn those into the Registrar's Office. The Registrar's Office then assembled them, sent them up to DPC, and they got processed, and that's the way a person got enrolled in classes. It took about the first two weeks of classes to do that. So, class rosters weren't available until maybe the third or even the fourth week of classes.

SM: Yes, that's right.

JB: So, that was intolerable, but I had no other choice. There was nothing else available through system-wide. So, as a precautionary move, then, on one of the days when Aldrich had a meeting of his Student Affairs people, when he was Acting Vice Chancellor of Student Affairs, I thought I'd better explain to him what's going to happen, since we had lost this computer-assisted system. So, I started explaining that in a meeting that . . .

SM: There's no hurry. We've got all the time.

JB: People would have to . . . students would have to run around over the campus, and so on and so forth, to get enrolled. And in that meeting, I could tell people didn't like it, and I didn't like it, but I had no other choice. In that meeting, I said, "I know I'm skating on thin ice, but . . ." And Chancellor Aldrich interrupted and said, "You are skating on thin ice, and the ice just broke and you fell in." (laughter)

So, I said, "Well, give me one year and we'll have a replacement system developed," some kind of a computer-assisted system for enrolling students in classes. And I had to go tell the faculty the same thing and I told the students the same thing.

And so, then, I hustled around. I knew that I was in serious trouble and I needed someone who knew something about computer science—and who could learn the registrar's business—and I had these ideas that I carried with me from the University of Texas. So, it happened that I . . .

SM: Rich Everman?

JB: It happened that I knew of a gentleman down in San Diego. Because when I was in San Diego, I tried to do some things on my own with the computer, supplementing what we called the DPC, Data Processing Center service at UCLA. So, I got acquainted with Rich Everman. He was Operations Manager in the computer facility at UC San Diego. So, I went down and asked Rich, "Who in the world can I hire to help me out of this mess I'm in at UC Irvine?" And I went back two or three times to see Rich and ask him, "Don't you know someone I can hire? I need help." And, to my surprise, one day Rich said, "Well, that sure sounds interesting to me. I'll take the job." (laughter) But I didn't really have a job. I didn't have anything at his level. But I did have a vacancy, Tony Adler? Who worked in the Summer Session with Baisden?

SM: Tony Adler.

JB: Tony Adler. Tony Adler worked in the Registrar's Office. She resigned to go to Summer Session. She was an administrative assistant, so I had that vacancy. And some way or another, but I don't know how, I got Personnel to reclassify that position.

SM: You're a genius. You're a genius.

JB: No.

SM: I never got them to do any of mine.

JB: I don't know how it happened, but I was desperate. I probably lied, stole (chuckle) . . . anything to get it done. So, they reclassified that job as a systems analyst. I hired Rich and he came here. The campus hadn't yet replaced the IBM computer, so we didn't have any computer here. But the first assignment for Rich was to figure out how a computer-assisted system could be designed to overcome the problem we had, this "Campus Scramble System." So, to make a short story longer, Rich traveled around the country—and he's a genius, I think.

SM: Yes, he is.

JB: He's really an exceptional person and really knowledgeable, and a good analyst. He's outstanding. The luckiest thing, probably, I ever did. But, anyway, Rich traveled around over the country, looked at various systems. He looked at the problem we have. I tried to explain from, you know, my experience as a Registrar what we needed.

So, it wasn't long until Rich, after, say, several months, Rich came up with a design for an enrollment system. And Hoy was then the Vice Chancellor. And so, it was . . . Well, first, we decided that we didn't have the programming help. There wasn't a computer here. We didn't have money to hire programmers from the computer facility to do the programming. So we put together kind of a proposal and we went and saw Lyle Gainsley at the President's Office. We told him, explained to him, what we had. We thought we had a design that would help not only Irvine but all of the campuses. And we had very little hopes of getting any support here because I worked for Hoy and he just wasn't interested in that sort of thing.

So, you frown. And the reason he wasn't interested in that sort of thing, he was more interested in admissions and public relations and . . .

SM: He must have been broken-hearted when he lost admissions to the academic side then.

JB: Yes. He wanted it to be more of a PR type, and keeping records is kind of a mundane thing, in a way. Some people just don't go too much for that. So, anyway, we thought it was hopeless to get money here. Through Lyle and Lyle's contact with Frank Kidner . . .

SM: Kidner, yes.

JB: . . . Vice President Kidner, and their contact with people at

       data processing centers, we . . . Well, they agreed that yes,

       what we had might be useful for all the campuses. It's

       filling a gap because system-wide didn't have an enrollment

       in classes-type scheme. So, they agreed to finance a program

       if we'd go out and get a bid and tell them how much. And if

       it was within the ballpark that they could afford, they would

       support the programming. Well, we'd already been out and had

       a bid, so, we just told them we had the bid and it's here.

       And it was a bid of $17,500 and it was by a company called

       Computer Applications Incorporated. That's a firm that did

       programming on a commercial basis and it was one of the

       largest such firms in the nation at the time.

            So, through Lyle and Kidner, it was agreed that we would

       go ahead and make a contract with Computer Applications

       Incorporated and they would withhold the money there at

       university-wide until the programming was done to our

       satisfaction. And then we let the contract and we were

       underway. I thought at the time this company underestimated

       the complexity of the problem.

SM: Did they?

JB: Yes. I'm sure, yes, because as soon as we got underway with

       this programming effort--we had specifications, you know, and

       deadlines and so on--but right away we got into arguments or

       disagreements on the interpretation of the specifications.

We would want something. "No, that's not in the contract."
But anyway, we were going along, making some headway, and
although the deadlines frequently slipped, because we had it
phased so that we'd be ready within one year. I had given
them . . . I had told everyone, "Within one year, we'll do
it," so, we were under that pressure. And nevertheless, we
were making a little bit of headway when, to our horror, about
. . . I don't know whether it was July or August, but it was
just before fall enrollment, this company declared bankruptcy,
went out of business. And we discovered that the people doing
our work were primarily part-time workers. They were part-
time students and part-time workers and such.

But anyway, when the company went bankrupt, the
programmers working on our job just scattered in all different
ways. There were three primary programmers, one woman and
two men. So . . .

SM: God! That's a dramatic story!

JB: Rich then scouted around and found these three programmers who
were working on our system and he recovered the programs that
they had written, and got them together, looked them over and
so on and so forth. And one of the men, a programmer who was
working on the job, turned out to be Jim Henke who still works
for us. But Jim Henke, at the time, was a . . .

SM: H-I-N . . . ?

JB: H-E-N-K-E.

SM: H-E-N-K-E.

JB: Yes. So, anyway, Rich hired Jim Henke on a part-time basis.
      Jim, at the time, as I say, was a student at the University
      of California, Los Angeles. He lived in the San Fernando
      Valley. He had a little baby--twin boys--and, you know, just
      a starving student. But we hired him and Rich and Jim then
      took those programs and pieced together what they could figure
      out and analyze where we were.

      And now, enrollment for fall is rapidly approaching, and
      there we were in the position of not knowing what to do. I
      had two choices: One, we could take a chance and see if the
      system would work. Or, I did go to tell the Chancellor, the
      faculty, the students to give us another quarter or another
      year. We can't make this deadline. And we knew--I was real
      reluctant to tell people we can't do it--and, yet, I was
      fearful that if we tried and failed I'd probably lose my job.
      And we'd never get a chance to try again because we'd be
      washed up.

      So, anyway, after awhile, we decided . . . Rich and Jim
      said, "I think we can do it." And so, among us we decided,
      well, we'll give it a try. And so . . .

SM: Oh, gee!   This is the best story I've had in all my
      interviews!

JB: So, we went for broke. And we enrolled students in classes
      with a computer-assisted system, and we called it CARES. And

we almost got shot out of the sky because there were a lot of things that went wrong. But, basically, we were pleased because it was doing what we expected it to do.

There were aggravating small things that were . . . that other people saw, that really made it bad, and we were under a lot of criticism. For example, we had a way to limit enrollment by majors, majors only. And like if it was an English course and it said "majors only" we'd put only English majors in. And we took . . . we would prevent . . .

SM: History people or . . .

JB: Right, or Comparative Literature.

SM: Comp. Lit.

JB: No, they didn't. We didn't anticipate that kind of a problem.

SM: Now, what computer were you using? Where did you buy that?

JB: Okay, we didn't buy that. What we were doing [was] using the campus computer facility. By then, they had installed a computer here.

SM: Was Bob Gordon in charge?

JB: Bob Gordon had quit in the meantime. Actually, Julian Feldman was in charge.

SM: Yes, that's right.

JB: So, anyway, we almost got shot out of the sky. But there were two or three people who said, "Wait, this has some promise." They held off the wolves. That was Julian Feldman.

SM: Good, I'm glad to hear it.

JB: Yes. Julian Feldman, Professor Saunders over in Engineering.

SM: Engineering, Bob Saunders.

JB: Yes. And Professor Reines in Physics. . . . are the main
      ones who held the wolves off. In every quarter after that,
      we would improve things. And, in fact, a few quarters later,
      the Associated Students . . . Things got more and more
      successful and the Associated Students, at one point, passed
      a resolution, "Whereas enrollment is a problem, whereas,
      whereas . . . Be it resolved that the Registrar's Office
      personnel be congratulated."

SM: (laughter) Great!

JB: I've still got that, I think. So, anyway . . .

SM: It was a high risk . . .

JB: We gradually improved things, and we have used that enrollment
      now until . . . right now. It's time to retire it or enhance
      it or replace it. We've enhanced it every year since then.

SM: Well, let me ask you a question. I won't follow this exactly
      because you've done a great job in telling a dramatic story.
      But the question is, the separation of Jim Dunning's outfit
      over to Academic Affairs, how did that occur? Surely, Hoy
      must have been very unhappy with that, hadn't he?

JB: Yes.

SM: Now, does he use automated . . . What does he use? And you
      and he work together very well.

JB: Right.

SM: And does he use some kind of your system? Does Rich Everman
     help him as well as you?

JB: Okay, okay. I'll try to explain. As soon as we got that
     enrollment system under way, then we started looking for, you
     know, other enhancements that we could make, not only in
     Admissions but in Financial Aid and the Registrar's Office.

SM: And Relations with Schools, too?

JB: To a certain extent but not so much, more with the academic
     records, including . . . like the Graduate Division.

SM: Oh, yes.

JB: So, anyway, first, we got the enrollment system pretty well
     under way. That was a kind of two-prong thing. Let me just
     . . . One prong was we then--Rich Everman primarily--helped
     Jim Dunning then developed his own admissions system. And
     also he helped the Financial Aid Office develop a financial
     aid system.

     Our philosophy underlying all of this has been that each
     manager should be responsible for the entire operation of his
     office, including computer-assisted systems. The reason for
     that is, then the superior can hold that manager responsible
     for the operation of his office. Otherwise, if you have an
     external outfit providing the computer support, when something
     goes wrong, one person . . . the computer facility says,
     "Well, the Admissions Office staff screwed things up," or the
     Director of Admissions can say, "The computer facility screwed

things up." So, you can't really fix responsibility, in my opinion.

SM: Yes.

JB: I think the manager should be responsible for the total operation of his office, including computer support services. So, that's what we tried to develop with Jim, Financial Aid, and so on, even the Graduate Division. And University Extension and the School of Medicine, we have tried to develop under that philosophy. So, that was one prong that we were working on for a period of, you know, several years.

The other prong that we worked on is we were still dependent on DPC at UCLA, and we thought that's university policy, that we'll work in full cooperation, and we'll either prove that this can work—an external, centralized, computer-assisted system. Either it can work or it can't work. We'll do our level best to make it work and we'll try to prove it will work or won't work.

So, we then started developing . . . Well, first, when a new requirement or unmet requirement existed here on the campus, the first thing we did is ask DPC in Los Angeles, "Can you meet this requirement?" And if they could, fine. We threw in and did everything we could to make it work. If they said, "No, we can't meet that requirement," then we said, "Well, we'll develop a sub-system to meet the campus requirement." We had it dovetail with DPC. So, those were

the two prongs we had working, developing each of these related offices, being self-sufficient and independent, and making sure that everything possible was done to make the system-wide system work.

So, we developed several complementary sub-systems here on the campus. In the meantime, our computer charges were escalating. And, in fact, what started out to be maybe $30,000 a year was now up to $200,000 a year. And along with this, now, I was working for Jack Hoy, Vice Chancellor of Student Affairs. And over that period of time, Hoy changed my title to Dean of Administrative Services. I was in charge of the Admissions Office, Registrar's Office, Student Affirmative Action. Student Affirmative Action—we called it EOP at the time. Well, during that period of time, these computer charges, primarily for the Registrar's Office, were frightening because, you know, $200,000 . . . We estimated the first year would be $30,000. Hoy says, "I'll give you $10,000. You go get $10,000 from Academic Affairs and $10,000 from Business and Finance." Well, I had only $10,000 in the budget. My first year with this enrollment system was $30,000 and, as I say, over the next several years, it was up to over $200,000.

SM: Well, a quick question, John. I thought once you worked the bugs out of your machine with Rich Everman, that you would use

only the local computers here. And why did you have to go all

the way up to UCLA and statewide?

_ JB: You know, that was because at the time university policy

declared that all of the data processing would be done at the

central data processing center. That was true of Accounting,

Personnel, the Registrar's Office, and so on. So, even though

we were doing quite a few things to supplement the university-

wide system, still we had to depend on university-wide for the

official record. That was another thing that was aggravating

because now we had two data bases to keep in balance. We

always had to bow to the system-wide data base and correct

them if there was a discrepancy. You know, it's hard. When

you have one watch, you know what time it is. When you have

two, you never know. And it's kind of the same way. Well,

anyway, Hoy . . .

SM: Let me . . . I still think that once you worked the bugs out

of the local system, why do they make you go back . . . ?

JB: It was just simply because that was university policy.

SM: Because you showed that it just messed you up completely. You

couldn't get things back for a month. You couldn't get our

enrollment sheets for a month.

JB: Now, see, that would be an example of where we would say this

campus requires class rosters on the first class day. And if

DPC said, "We can't deliver them on the first day, it'll be

the second week of classes," we would say then, "Okay, we'll

do it ourselves," and do it here.

SM: I see. I see. Okay.

JB: And we didn't have a complete system here. All we had was a

supplementary sub-system. So, anyway, now about your question

about Hoy.

SM: And the separation of Jim Dunning.

JB: Right, right. What happened . . .

SM: And Academic Affairs.

JB: I had this title of Dean of Administrative Services, working

for Hoy. Among other things, during this period of time, Hoy

wanted to fire the guy who was in charge of the Educational

Opportunities Program at the time, Tim Newells.

SM: Oh, yes.   KNOWLES

JB: Tim Newells. Tim Newells later went on, got a Ph.D. degree

and he's at the University of Wisconsin in, I think it's White

Water. I'm not sure, but the University of Wisconsin. Not

Madison, but one of the other campuses.

SM: Milwaukee?

JB: No. I don't remember.

SM: Stillwater.

JB: But, anyway, he wanted Tim Newells fired and Tim Newells

worked for me. So, I told Tim Newells what my problem was,

that I had to fire him. And my assignment was to write him

up so that he could be fired. The reason Hoy wanted him fired

was that Tim was very outspoken, a real good speaker, a real forceful person. That was the early days of EOP, you know, and it was more . . . more of a . . . oh, kind of a challenge type thing. It was a little different atmosphere. So, anyway, I told Tim . . . Tim and I liked him. We got along well. And although we never did talk about, you know, in advance what we were going to do in a meeting with Hoy, for example, oftentimes when a controversy or an issue came up, Tim and I would wind up on the same side.

And so, one day, Tim was kind of insulting to Hoy, in a way, because he was so forceful and so outspoken and he told it like he saw it. One day, Tim . . . and I told Tim, "You just can't do that because I'm supposed to get you fired." One day in a meeting, Tim spoke out in a forceful way to Hoy, and it came my turn to speak and I supported Tim. Because it just seemed the logical thing, we hadn't planned things in advance.

But I could tell by seeing Hoy's face that I'd said the wrong thing. Soon after the meeting, I was called to Hoy's office and Bob Lawrence was there. And they said that I was being removed as Dean of Administrative Services. EOP, Admissions and so on would be taken away from me. I would be the Registrar only. And it was mentioned that I was so far over budget in the computer support charges that I was in deep trouble anyway. So, at that point, I could see the writing

on the wall. And it made sense to me for a long, long time to have the Registrar's . . . So, I was reduced to the Registrar only.

SM: Yes.

JB: It made sense to me for a long, long time for the Registrar's Office to be under Academic Affairs. And I talked to Vice Chancellor Russell about that and Vice Chancellor Russell, in turn, talked to the deans and, to make a short story long, the Registrar's Office was transferred to Academic Affairs.

SM: Let me change the tape.

(End of Side 1)

SM: Okay, now, you saw that it was logical for you to separate the Registrar's Office and put them under Academic Affairs.

JB: Yes. It was logical to me for the Registrar's Office to be switched to Academic Affairs; and I was already in trouble with Hoy, and I had a real good relationship with Vice Chancellor Russell. And I made this proposition to Russell explaining why it made sense for the Registrar's Office to be under the Vice Chancellor of Academic Affairs. So, we were transferred from Hoy to the Vice Chancellor of Academic Affairs.

SM: I'm surprised. I thought McGaugh was responsible for that.

JB: No, no. We're talking now, just about the Registrar's Office. And we went, the Registrar's Office went to Academic Affairs. Then during a period of a few years following that, and I

think that was when McGaugh was Vice Chancellor of Academic Affairs, then later then the Admissions Office was also transferred to Academic Affairs, as well as Relations with Schools and some other offices, EOP, Affirmative Action, and so on.

SM: Came under Academic Affairs?

JB: Right, right. They're all now organized under Dennis Galligani, the Assistant Vice Chancellor of Academic Affairs. The Registrar was the first one to go over. Subsequently, these other offices went from Student Affairs to Academic Affairs.

SM: So, Russell was here around about 1971 or something like that, and he left about . . .

JB: Somewhere in there.

SM: And Adams came in and then McGaugh.

JB: Yes, something like that.

SM: The question that I have is that they changed the Registrar's Office over to Academic Affairs under Russell. They changed at the same time Dunning?

JB: No, not at the same time.

SM: No, well, Dunning came under McGaugh, yes.

JB: A few years later, right.

SM: Yes, right, I've got you. So, now, right as of this moment, you, well, as of last week, you were under Galligani who was

under who?   The Academic . . . well, Executive Vice Chancellor.

JB: Right, yes. Tien, right.

SM: I see. Well, I didn't know that.

JB: And other units under Galligani, besides the Registrar, is Admissions, Student Affirmative Action, EOP . . .

SM: Well, what is the main . . . I've already interviewed, you know, the Vice Chancellor of Student Affairs, the present one, and he told me that he has Housing, he has . . . oh, he has a whole bunch.

JB: Yes.

SM: And now he's been given the athletic program, the Physical Education.

JB: I didn't know that.

SM: Yes, that happened about . . . Oh, it was in the papers about a week ago. Well, maybe more, maybe a month ago. But that's a pretty big thing to have Athletics.

JB: Right. He also has Financial Aid, under . . . that's Horace Mitchell.   The Vice Chancellor of Student Affairs has Financial Aid.

SM: Yes, but he doesn't have you.

JB: No, no. A good many other campuses are under--the Registrar, Admissions Officer, and so on--are under Student Affairs.

SM: I see.

JB: But not here. And I think it makes more sense to be under
      Academic Affairs.

SM: Yes. I'm going to stop this. (tape is turned off)
      Now, you were saying it's logical to have the Registrar's
      Office . . . And is Rich Everman still working for you?

JB: Right.

SM: (audio difficulty)

JB: Yes, unless he happens to be selected as my successor. At the
      present time, on an acting basis, Galligani has taken over the
      office. And I think he's just stalling for time to see: Does
      he want to promote Rich or does he want to hire someone else
      or does he want to promote someone else? They're in a
      decision-making mode right now.

SM: What was your recommendation?

JB: Well, they . . . I really didn't make one because Galligani
      knows really what's going on in the Registrar's Office. He
      knows the people involved. He respects Rich the same as I do.
      Rich is, in my opinion, you know, almost a genius in some
      ways, very creative. He has an awful lot to offer. You
      wouldn't want to lose him. And Galligani has to decide how
      is the best way to organize and capitalize on the people that
      are there.

      It's interesting to know that Rich has been there over
      twenty years working in the Registrar's Office. Jim Henke,
      the person we hired, is still there. And we have a person

named Scott Brinkerhoff who's a programmer. He's been there
. . .

SM: How do you spell Brinkerhoff?

JB: B-R-I-N-K-E-R-H-O-F-F.   Brinkerhoff.   Charlene Montagne has
      been there for . . . She's worked at the university, I think,
      for almost twenty years.

SM: Really?

JB: She was a student here.   She was a History major, graduated.
      She worked at the computer facility while she was a student
      here and then dropped out and had a family.

SM: How do you spell her name?

JB: Montagne.   Charlene is the first name.   C-H-A-R-L-E-N-E,
      Montagne. M-O-N-T-A-G-N-E. Charlene. And it's interesting
      that her experience as an operator in the computer facility
      for several years—nine years, I think—while she was a
      student and for awhile after she graduated, really dovetails
      with the work in the Registrar's Office.

      But related to this transfer of the Registrar's Office
      to Academic Affairs, along about that time, you know, I told
      you we had the dual things going on, trying to get other
      offices, related offices, independent and self-sufficient and
      trying to make DPC better. Well, suddenly, in I believe it
      was 1978, university-wide policy was changed and it shifted
      responsibility for administrative systems from system-wide to
      the campuses. So, when that happened, we in the Registrar's

Office . . . we had really been planning this ahead. But when we saw this opportunity, we then got together with Otto Reyer in Financial Aid, Jim Dunning in Admissions, at the time, oh, who was it in the Graduate Division? Dave Schetter, at the time. It was Dave Schetter in the Graduate Division.

SM: How do you spell Schetter?

JB: S-C-H-E-T-T-E-R. He's still in the Graduate Division. But, anyway, when that shift in policy from system-wide to the campuses took place, we immediately then formed a consortium with those people, Financial Aid, Admissions, Graduate Division, and so on.

SM: Great. And what you mean is you no longer used UCLA, that you had your own computer.

JB: Yes. What we did is we formed . . . We saw the opportunity, so we formed a consortium.

SM: Yes, (inaudible).

JB: And we took the money that we had available in those various offices . . . We pooled the money we had available. We wrote a proposal to buy a computer for installation in the Registrar's Office for all of us to share. And how in the world Rich Everman got that approved by system-wide, I don't know. Because, you know, if you buy a computer you have to have that approved.

SM: I didn't know that. I didn't know that.

JB: Yes. So, we got that approved. We bought a computer and we
      . . . (telephone rings)

SM: Excuse me. (tape is turned off)

      So, you got that approved (inaudible).

JB: We installed a computer in the Registrar's Office and,
      actually, then, since policy had been changed and we had the
      supplementary sub-system ready, the Registrar's staff
      immediately transferred the university-wide system down from
      DPC Los Angeles to the computer there in the Registrar's
      Office. We combined both systems with the complementary sub-
      systems we had developed, and so, within weeks, we were
      independent from system-wide--the Registrar's Office was.
      Then we immediately . . . (telephone rings and tape is turned
      off)

SM: We were saying, John, that there's a logic to, you said, to
      separate--putting Director of Admissions under Academic
      Affairs. And then you were talking about the cost of the
      computers and how you've managed that. I think this is
      simply, absolutely . . . This is one of the most interesting
      tapes I've made in this, you know. And I'm amused, John,
      after the end of next week, I will have done thirty-three
      interviews.

JB: Good for you.

SM: And I've done people like Roger Russell and (inaudible) the
      Student Affairs, you know.

JB: Yes.

SM: And I've done . . .   I've not done Peltason.   I did him in
      1967.   I'll do him again this summer when he's back from
      Europe.   I don't know whether he's back yet.   I suppose he is.
      And I've done . . .   Oh, I've done a whole range of people.

JB: This is a real valuable project.

SM: Yes, I was appointed UCI Historian.

JB: That's great.

SM: And I had to make . . .   I was asked to make sixty-five
      interviews.

JB: Good for you.

SM: And I could pick whom I wanted to do, and I picked the
      important people off . . . most of them on campus, mostly in
      administration and the faculty.   And like Kim Romney, I've got
      a wonderful tape of Kim Romney, who was, you remember, the
      Dean of Social Sciences for a couple of years.

JB: Right.

SM: He's a very brilliant man.

JB: Right, right.

SM: In mathematical anthropology.

JB: Yes.

SM: Now, John, were there any changes that you made, that were
      very important between, say, 1975 and 1989?

JB: Well, primarily, the primary accomplishment was when system-
      wide policy changed and we had an opportunity to grasp control

of computer support services, we were in a position to be able to do that. On all of the other campuses, when that policy changed, the system-wide data processing center was really replaced by a campus-wide data processing center. That's true of all the other campuses. And here only . . .

SM: What date? What's the date? The year there?

JB: It would have been . . . well, from 1978 to, say, 1980. But immediately after that policy changed, we, as I say, formed that consortium, bought our own computer, and grasped control of our own data processing support. And then we helped those related offices that I've mentioned before, Admissions, Financial Aid, Graduate Division, Analytical Studies. Those were the consortium members. We helped them be what we call self-sufficient and independent and have their own computer support services. That's one of the main accomplishments in that period of time.

SM: Did you save money? The thing that must have worried you the most was when all of a sudden these escalating costs of registration and the student body (inaudible).

JB: Right, right. But, you know, that's what the motivation [was] for us to get out of the computer facility, this campus-wide computer facility. For a number of reasons, the computer facility charges have to be uniform for all the customers using the computer.

SM: This is UCLA you're talking about?

JB: No, that would be here on this campus.

SM: On this campus?

JB: See, when we used the computer facility, we had to pay the going rate that the researchers and others paid. Our requirements were different than . . . You know, we have a mass of data to manipulate. We have very simple calculations, but a massive output. You know, we're gathering grades from all the professors. Simple processing, but then we're producing all kinds of reports based on those grades. So, it's a massive input--simple calculation, massive output-- which is almost the opposite of a researcher. A researcher has, relatively speaking, less data to input. They have complicated calculations and probably a one-sheet output, just the results of whatever their research is. So, the charges are quite different for a researcher or an administrative office.

       We had to get out of that because the costs were just escalating beyond all . . . beyond reason. And that's why we got our own computer and that reduced our costs from . . . You know, it was $200,000 several years ago when the enrollment was smaller. And during recent years, it's been about . . . our share of the . . . our own, the consortium computer was down to about $40,000 a year.

       Since then, we've gone on and established what we call a microcomputer network for the Registrar's Office. We're off

of the prime one, the consortium computer, and here again we're off on our own independent set of microcomputers. And the other offices that I speak of in the consortium are in the process of getting off of the consortium computer and they'll have their own microcomputer networks. And that is going to reduce our expenses even more.

And the other advantage is that it gives each of the managers more independence. You see, the manager now has his own computer, his own system, and can use his own computer independent of competition with the other consortium members. And with microcomputers, each manager can add increased capacity as it's needed, at minimum expense.

Our expenses now will be reduced even more because microcomputers are relatively inexpensive, especially compared to ten or fifteen years ago when you talked about computer technology. Our expenses are now reduced to the way it used to be, like a typewriter and a calculator and so on. And I think that that's a trend for the future. And I think that the secret of success for operating a registrar's office, and I'd go so far as to say other offices, and they don't have to be even similar offices. I think any administrative office using computer support, it could be Personnel, it could be Payroll, could be Accounting, I think in the future, more and more it will be back to computers under the microcomputers, probably, networks of microcomputers under the direction of

the manager. Instead of the manager depending on an external agency for computer support.

SM: So, you think then, John, that this is an answer for as we get on up to 26,000, 27,000 students?

JB: I do. I do, I do. And I think, you know, it's inevitable in the long run, but I think the transition will be very slow, because first, you have a vested interest in the central administrative information system, you know. The Director of that information system, Sue Moran, in this case . . .

SM: You mean Sue Frisch Moran.

JB: Yes, Sue Frisch, you know, and like people, directors of the central system, are going to resist the dispersement of computers out to the departments.

Another thing, it seems so logical that if you have one central computer it's going to be less expensive, and that's hard to argue against, but I think our experience proves that it is more economical to have the duplication of computers in the various operational offices.

SM: That's a very important and interesting conclusion you've reached, John. Go ahead.

JB: I think there's another factor related to this, and that is a manager who has complete responsibility for the operation of his office, including computer support service, has now got his neck out a long ways. Because when something goes wrong, it's that manager's sole responsibility. And he can't point

to some external agency and say, "Well, the reason this failed
is they didn't give us the right service," because it's all
one manager's responsibility.

SM: That's very good. Now, John, have you got any . . . Can you
tell me something that's not in the written record? You know,
a UCI historian goes through all the records and he interviews
the people, but there's got to be . . . But the point is, in
interviewing the people, they know some things that are not
on the record, that you think might be important or should be
recorded by an historian. And maybe you don't have anything.
I mean, the whole thing on the record was really dramatic.
Your story is a dramatic story.

And, incidentally, with all this experience you have now,
you should be used as a consultant. You should be making big
money as a consultant now, John.

JB: I'm afraid not.

SM: Why not?

JB: I just happen to be . . .

SM: But you've got a lot of information. You've got a lot of
experience.

JB: Yes, I've had a lot of experience.

SM: That's what they pay you for when they consult you.

JB: Yes, yes. We just went for broke and we took a lot of chances
over the years, but I was lucky to be at the right place, at
the right time, with the right people.

SM: Yes.

JB: And lucked out in that regard.

SM: And I was thinking what . . . Is there anything you know that
     you, that's not on the record that I wouldn't find?

JB: Well, one thing that I'd like to mention in that regard is
     when we started our consortium that I've explained, and that
     was for the Student Academic Information System, with the
     philosophy of each manager being responsible and self-
     sufficient and independent, there's a man here named Larry
     Bogart. He work in the . . .

SM: Oh, I know him.

JB: He worked in the Academic Affairs, the Vice Chancellor for
     Academic Affairs office.

SM: Right.

JB: He was a retired Air Force colonel, I think and I liked him
     a lot. But Larry was very interested in our scheme, in what
     we were trying to accomplish in that consortium. And Larry
     then, when system-wide policy changed, it affected Business
     and Finance systems. Payroll used to be at DPC Los Angeles,
     personnel records, DPC Los Angeles, accounting records, DPC
     Los Angeles.

     So, Larry was interested in having Business and Finance
     Systems follow the model that the Registrar and related
     offices had . . . you know, had under way. So, Larry, he more
     or less was in charge of the decentralization of those

Business and Finance   systems, and   he was following our model--the Registrar and related offices model.

Larry even bought a computer the same model as ours for Business and Finance records. And it was on the third floor there in the Administration Building. And they even went so far as to have data entry people in the Accounting office. And I think the plan at the time was to have analysts and programmers in each of the offices, Payroll, Personnel, and so on, following our model. And it happened that the person working for Larry in charge of Information Systems, kind of the Rich Everman equivalent . . .

SM: Yes.

JB: . . . really believed in centralized systems. I believe that that's what he thought. And so, he wasn't too favorable to carry out Bogart's plan. And complicating things even more, then, the Director of Information Systems for Larry Bogart, and the Accounting Officer at the time, more or less got in conflict. And so, it wasn't working out. The model wasn't working out, to have each manager self-sufficient and independent, in charge of their own system.

So, Larry decided he would take over the Accounting Office data entry people. And he had the Director of Business and Finance Systems working for him and Larry was pretty forceful--a retired Air Force colonel. And to me, in my opinion, he was a little too forceful, trying to sell our

model.   And it happened then that, I believe L. E. Cox was still Vice Chancellor of Business and Finance at the time, but anyhow . . .

SM: Leon Schwartz came in 1979.

JB: Okay, then it would be Leon Schwartz.   As I observed things, from my worm's eye point of view, Larry swallowed the data processing group for Business and Finance.   Then Larry was too forceful, got cross-ways and Leon Schwartz swallowed him. So, now Business and Finance Systems were under Leon Schwartz. As a result of that, from my point of view, Larry then resigned and took off.   From then on, Business and Finance Systems, now known as Administrative Information Systems, has been centralized on the campus and, you know, all of the data processing for these various offices, if not almost, is done by a central system.   And that's where, in my opinion, they got off the track.   If they would have stayed with the model that we had in our office . . .

SM: Any chance of it eventually going to it?

JB: In my opinion, it's inevitable that it will happen.

SM: Yes.

JB: But the problem is, here again, there is a lot of vested interest in the central system, it's going to be hard to change, and, as I say, some managers don't want that full responsibility.   So, it'll be a long time.   And it's too bad because, in my opinion, it's a multi-million dollar effort.

SM: Well, John, you've really helped me a lot. You've really answered [question] nine. And, clearly, have you got any final words for the UCI Historian?

JB: I think you've (inaudible) enough to think about it.

SM: Well, I tell you what, John, we're going to have words and so on. You know, you'll have to get the spelling right.

JB: Yes.

SM: So, I send my . . . Let me get your address again, so I'll send it down to you.

JB: Right.

SM: It will be typed up within about a week.

JB: Okay, fine.

SM: And, you know, I'm using Cal State Fullerton, the Oral History Program there. It's the best in the state university system. And Jack Peltason asked me to use them, and they're very good.

JB: Oh, yes.

SM: And I send the tape over and they type it and then it's typed and printed, and then I correct. And then I think I may have, in this case, to send it down to you for corrections.

JB: Okay.

SM: And then we'll send it for the final type.

JB: Okay.

SM: So, is there anything more you have, John?

JB: I really think the work you're doing is vitally important, and it's really been a privilege and pleasure for me to work at UCI and to be acquainted with you.

SM: Well, I think the same with you, John. I've always enjoyed working with you and we, in those early days, we got a lot done. We got a lot done.

JB: We did. Yes, and we had a mutual friend, Lyle Gainsley.

SM: Yes, say, how is he?

                        END OF INTERVIEW