

INTERVIEW with ELOISE KLOKE

June 11, 1974

McCULLOCH: The first question I want to ask you, Eloise, is: What attracted you about coming to Irvine?

KLOKE: I had worked for an educational institution before, for seven years, so I was interested in the idea of an educational institution again. I don't think I'd like a job where one just worked with nuts and bolts and so forth. The other thing was the whole idea of starting something as important as this campus from the very beginning--starting with it from the very beginning, and having a part in its development was very attractive. Frankly, its locale was attractive; I thought this would be a very desirable place to live and work.

McCULLOCH: Indeed, the whole area of Newport Beach and Corona del Mar.

KLOKE: Yes, and the other very important thing was when I met the people--Ivan Hinderaker, L. E. Cox, and Dan Aldrich--these are the first people I met, and I thought it would be just a wonderful group of people to work with.

McCULLOCH: What was the actual date that you started your work here?

KLOKE: December 10, 1962.

McCULLOCH: December 10, 1962?

KLOKE: Yes.

McCULLOCH: I'm interested because Ivan didn't really start work, he said, as I remember the tape, until around February of '63. And then they had the conferences in the spring and the summer and the big conference in '63 in August. They have a photograph of all the people who came, including Dr. Peltason, Mr. Balch, Dr. Galbraith. Dr. Steinhaus came on board that summer, and John Smith came the first of July, 1963. So you came in December of '62?

KLOKE: Yes. Well, some of the people were used in a consulting capacity.

McCULLOCH: That's right, that's right.

KLOKE: Though I didn't look this up, I thought that Ivan was actually employed by this campus before--at least, he was certainly the person who interviewed me; in fact, he was the one who really sold me on the idea. I was interviewed by Ivan in the old ranch house, the Irvine ranch house, and he was so enthusiastic about the area. I had a high-school-age son, and Ivan told me how good the Corona del Mar High School was--his son was the same age. So Ivan definitely was one of the people who influenced me.

McCULLOCH: Well, he could have come down on a consulting basis--I think he did, as I remember it. He certainly told me about working in the old Irvine home.

KLOKE: Yes. And, you see, Clay Garrison started with us in that way. He was employed at Riverside, and he was a consultant.

McCULLOCH: That's right, that's right. He was at that conference in August of 1963.

KLOKE: Yes. And then Balch was also a consultant to begin with.

McCULLOCH: Well, what were your duties and functions, Eloise, in the two years you spent when you were in the old building--I call it the old building?

KLOKE: Well, to begin with, as you will recall, the campus had been authorized considerably in advance, but then there was the failure of a bond issue, and so for a long time things were sort of just hanging fire.

L. E. Cox had been employed. He was up at the Office of the President and so forth, but they didn't select the Chancellor immediately. Then, when they did, he remained as Dean of Agriculture.

McCULLOCH: Statewide Agriculture.

KLOKE: That's right. And since things were sort of held in abeyance until November of 1962 when the bond issue was tried again and passed, that was the point at which things started to move ahead. The Chancellor, up until, oh, I guess it was the spring of '63 at least, was still commuting between Berkeley, where he still held the deanship, and Irvine, and so he needed somebody holding the fort for him, so to speak, and that was where I came in. When I accepted the position, I was living up in Manhattan Beach, and my ^{son} ~~job~~ was in school there. I came down and took a motel room. I got the job on December 7, which was a Friday, came down and got a motel room and started to work Monday, and made arrangements for my son to stay there *in Manhattan Beach* and finish the semester. I went to work instantly.

McCULLOCH: Which motel was it? Jamaica Inn?

KLOKE: Well, no, it doesn't exist anymore. It was a small one down there at Poinsettia.

McCULLOCH: I stayed at the Jamaica Inn for five months.

KLOKE: So others of us have had this experience.

McCULLOCH: And you went right to work.

KLOKE: That's right.

McCULLOCH: That's very interesting.

KLOKE: And I did everything. The Chancellor needed somebody like me. I had come from a much more responsible position, so I stepped back, because he had just that amount of money. I went to work for him as an Administrative Assistant, with the understanding that, as the campus developed, I could watch the newly created positions and pick what I would like to do, because I had come from a regional directorship of the Federal agency. So I stepped back, as I say, to about half the salary I had been making and half the status, because this was as Administrative Assistant. And although I was Administrative Assistant to the Chancellor, which is a different thing

from the average administrative assistantship, I really was serving as Assistant to the Chancellor from the beginning. But I did absolutely everything--I served as his Secretary, I made his appointments, I took his dictation because, in my earlier career I had started that way as a Secretary, as many women do, so, although I hadn't done this for many, many years in my career, this was where the need was, and I wanted to work here. This was my foot in the door, and so I did all of these things; I did everything.

I also represented the campus. There weren't very many of us then, everybody around here was fascinated with the fact that the University of California was going to locate here, and so I handled speaking engagements. I had never been a joiner, and when two or three organizations asked me to join, I declined, but I did join the Women's Division of the Chamber of Commerce.

McCULLOCH: So you joined the Chamber of Commerce. What other organizations?

KLOKE: There was a need for representatives of the University. I also represented UCI on the Orange County Chamber of Commerce. The Women's Division, incidentally, is the Newport Harbor Chamber of Commerce.

McCULLOCH: The other ones? You said you joined several.

KLOKE: No, I said I represented^{uci} at all kinds of meetings, speaking engagements, this kind of thing, rather than actually joining.

McCULLOCH: Oh, I see.

KLOKE: At that time, there was just a small group of people those two years in that building that you asked me about, and we all met together, which I think is a very interesting thing, right down to Bill Kibble, who handled the maintenance for the campus, and Tony Ercegovich. Both of them are still with us. In fact, everybody gathered around the table, but, of course, not everybody involved himself with all the planning activities.

However, I did, and one of the important things that I did for the Chancellor was to research things all the time. There did not, at that time, exist any bibles, you might say, of rules and regulations for the University, and I had to spend a great deal of time trying to find out what were the kinds of things that we had to live by. It's a very interesting thing to think ^{about} now, because we're much more highly structured now.

McCULLOCH: The Administrative Manual didn't exist?

KLOKE: That's right, it didn't. That came later. And what was the protocol book, you might say, was just a compilation of directives, they called them--presidential directives--which started way back many years before from then-President Sproul.. These had to be pulled together. So I would go up to the University Hall, and I met with people up there and got acquainted and pulled out and read everything I could lay my hands on--

McCULLOCH: Wonderful! Wonderful!

KLOKE: --in order to understand the University of California and the Academic Senate, for instance, which is really a very complicated body, and not many people really understand it.

McCULLOCH: I know.

KLOKE: And I became really an authority on it at that time. So this is the kind of thing I did. I pulled out a note--I was looking at my old files, and I pulled out a note from the Chancellor from those early days where he said, "Great! All you need to do to become indispensable is to memorize this kind of information and provide it to me at the right place and time." And I think that pretty well explains the value that there was in my particular position at that time.

McCULLOCH: When was it that they actually printed and distributed (a) the Administrative Manual and (b) the statutes, or whatever it is, of the Academic Senate? That Blue Book I have right here.

KLOKE: Both of those are evolutionary things. The Administrative Manual came into being with Jack Oswald, and I don't know the exact dates; I would have to look that up. But the original, I guess, what was then called the Administrative Manual, had a whole section on academic personnel, ^{was intended to have} another one on staff personnel, another one on various other aspects of administration. As it turned out, the Administrative Manual never became more than the academic personnel manual, and just in the last few months they have now changed its name, more appropriately, to the Academic Personnel Manual.

McCULLOCH: Is that right?

KLOKE: That's right. There is a Staff Personnel Manual, but, after Jack Oswald left, nobody else picked ^{the total Administrative Manual concept} this up. Librarians were left out of ^{the manual} that for an awfully long period of time. It was during that time that Librarians were changed over from staff to academic status, if you'll recall.

McCULLOCH: Yes, I remember.

KLOKE: And so, because there are differences in the way Librarians are handled, so far as personnel matters are concerned, they never got into that Administrative Manual for years, and they were in a Never-Never Land for a long period of time.

McCULLOCH: Yes, I remember that.

KLOKE: Yes, they finally have been included, and, as I say, some of these things are shaping up a lot better now. But in those early years it was really astonishing to me how little there really was in the way of specific guidelines. We made some mistakes in those early days because we went ahead and made decisions and then found out that we should have gone to, say, the President for an approval, or The Regents for an approval, or the Academic Senate or Council, or one of these things for approval, which we

didn't realize we had to obtain.

McCULLOCH: This is very interesting. I've yet to interview Dr. Aldrich. He'll be my last interview, which is going to be next week sometime. I've sent him the list of questions, so it'll be interesting to see what he remembers.

What else comes to your mind on those first two years? For example, I did ask you for your recollections about our conferences on the Academic Plan. I hope you remember how hard we worked at the end of the summer and then again in the beginning of autumn. The trouble was that Florence Arnold was supposed to take the minutes, and she never did. We never had a tape recorder going. We had nothing to record all those decisions we made when we drew up that purple book and got that out, saying what the Irvine Plan was. You came to some of those meetings, I remember.

KLOKE: Yes, I did. Because we didn't have an Academic Senate, we set up the Academic Advisory Council, if you remember. That's why we call our Administrative Advisory Council AdAC, because the initials were the same. And you may have someone else's records on that.

McCULLOCH: I interviewed Dr. Galbraith. He was the first Chairman of the Advisory Council.

KLOKE: That's right. But I attended many of those earlier sessions. We had, of course, started with the physical facilities for the campus, and then the academic planning had to come along later. We started out with the campus proper and the number of acres and this kind of thing. And then, as we got involved in planning the actual buildings, we had to know what kind of buildings we needed for what kind of an academic structure, so that's where that began.

McCULLOCH: I had a long interview with Ivan some time ago, and he showed me the first Academic Plan, which was in 1963. I have it in my drawer here.

KLOKE: That's a very short document.

McCULLOCH: It's a short document. It's April, '63, and the second one was the one of June, '63, which The Regents approved, and this is the one which The Regents approved, which has all the buildings, as well as the Academic Plan and the Long-Range Plan.

KLOKE: Yes, but I think, Sam, that there was just something like about a two-page statement that came ahead of that.

McCULLOCH: I haven't got that.

KLOKE: Just a little, tiny, short thing. I believe it was Ivan and the Chancellor who put that together, but it may have been Jack Peltason-- I've forgotten which of those. But that was the very first statement of the Academic Plan. That was the point at which the decision was made that we would be a general campus, for instance, because in those days campuses were still being more specialized. We could have gone one way or the other. Also we would be in the traditional mode--we would not be the college concept. It is interesting to me that San Diego and Santa Cruz, the other two campuses that were new at the same time, did choose the small college concept, though even there, there were differences between them.

McCULLOCH: Yes, the colleges of San Diego are much larger than the Santa Cruz ones. That's very interesting. Well, any recollections of those conferences of the late summer and early fall, and then we put out our purple book on the Irvine Plan? I can remember your coming to the meetings.

KLOKE: Yes, I remember going to one down in San Diego, for instance.

McCULLOCH: That was just the Advisory Council. Those administrators who were there at the time went down, and I drove with Johnny Smith. We had that meeting, and they told us what they were doing, and we felt pretty good coming back, because we felt we had done so much more. I remember that.

KLOKE: Yes, that's right. I don't think I can be very specific

without digging back a little bit more than I was able to do. Have you looked at the Archives closely?

McCULLOCH: Yes.

KLOKE: Because I know I did some notes on one of those meetings, and I don't know what became of them, whether they're still there or not.

McCULLOCH: Well, there are two things. One is the general planning we did in the fall--late summer and early fall of '63. The one you remember in San Diego was in the spring of '64. I came on February 1, and we went down something like March or April to San Diego, and you came down. It was a regularly scheduled meeting of the so-called Advisory Council, and all of us who were on the Academic Budget at the time went down--Dean Steinhaus, Dean Gerard, and I, that was about all. The man who was on the Advisory Council from San Diego was Carl Eckhart, and he wanted us to come down and listen to their Chancellor York tell us what he was doing and how he was planning things. I remember that. I think you certainly made a report for one of those.

KLOKE: Yes. That may have been the one, but I don't know whether it still exists or not.

McCULLOCH: Well, I looked in the Archives, and I found some of them--they had taken minutes on some of the meetings and some not. Well, go on.

KLOKE: One of the things that I got involved with in the early years was records management.

McCULLOCH: Well, tell me about it.

KLOKE: The President was Kerr. We established a Universitywide Records Management Committee, a top-level management committee, because when they moved into University Hall they were confronted with a horrendous job of moving all of these records and files and everything. They were terribly crowded for space, and they discovered that, by going through a lot of these

and making some decisions about what needed to be retained and what didn't, they were able to come out with some empty rooms in University Hall instead of being overcrowded, and this made them realize the necessity (the University was growing so rapidly) for setting up some guidelines on records. That was a new thing then, and I was on that initial committee.

McCULLOCH: That's really important. That's absolutely fundamental. I'm delighted, of course, that that went on. Can you pinpoint the time of that, by any chance?

KLOKE: I didn't look it up, I'm sorry. I might have.

McCULLOCH: I know that Dowrene Hahn was given the responsibility of keeping--

KLOKE: A little bit later.

McCULLOCH: Later?

KLOKE: I was on the initial committee, and then after what we originally called Central Records and Services came into being, which reported to Vice Chancellor Cox--Vice Chancellor of Business and Finance (I think I was on the committee four or five years--I have a scroll they gave me when I left, as a Charter Member), then it seemed appropriate, since Central Records was under L. E., for him to be the on-campus representative (the actual committee members were at that level, Vice Chancellor). But then he involved Dowrene, who then ran Central Records and Services, in some of the actual staff work that was involved in it--I think she ^{handles} does it. ~~not~~.

We were talking about whether or not those notes that I had kept were actually retained. This is the kind of decision that is very important. I was always interested in the idea of keeping proper historical records of the development of this campus.

McCULLOCH: I know you were.

KLOKE: We had such a good opportunity to do this, because we did

recognize the need of it from the very start. Some of the older campuses were really in bad shape.

It was interesting, too, that when the California College of Medicine was attached to us, we went through this same thing with respect to the kinds of records they had, because that institution, which was (what?) 100 years old--not that much, I guess, but pretty old--and had gone through its own evolution, had all kinds of records stored, and we had to decide what it was appropriate for them to keep and what should be discarded.

McCULLOCH: That's important.

KLOKE: Yes, and what, you know, really related to the University of California and what did not. It had been the College of Osteopathic Physicians and Surgeons. There was a society of which they had all the records, for one thing, so there were some important decisions to be made on this campus with respect to records, I think.

McCULLOCH: That's fascinating. Well, you've answered in many ways Questions Four and Five that I asked you: How did you go about understanding the University system of administration and our relations to the Office of the President, and how did you learn about the University Archives? Tell me about setting up the Archives. I would like to know that.

KLOKE: Yes. That was a very interesting thing to me because one of the things I was also involved with in the very early days was the actual employment process for faculty people, as they began to come aboard.

McCULLOCH: Yes.

KLOKE: And we were setting up all kinds of procedures. I was, in a sense, supervising Florence Arnold in those days on how that was set up. And the annual Bio-Biblio Form that is sent out had a cover sheet that said, "A copy of this should be sent to University Archives." So I said, "Where are the University Archives?" and I discovered to my surprise that there

really weren't any. There had been Archives at Berkeley, run by a woman who had been at Berkeley forever and knew everything about them, and it really was a one-person operation, which is rather dangerous, you know, when you have too many things in one person's head. But that woman was not at all interested in other campuses as they got started. There really had never been any effort to retain the Archives. So, as a result of my asking this question--

McCULLOCH: Crucial question!

KLOKE: Yes. Then the University took a look at this and decided we really needed an Archives system. We were a little tardy with it, actually. And so the Archives system was formalized, and the decision was made to place the Archives in the Library on each campus. A University Archivist for each campus was appointed, and I believe the appointments were directly from the President in those days. I'm not sure whether it is still done in that way or not, but anyway we do still have Archives located in the Library, and I think this is true on every campus. So I say that I had an influence on the whole University of California by asking a few pertinent questions!

McCULLOCH: I think you should receive credit for that. I, as a historian, salute you, Eloise, for doing that, because Archives are fundamental to our history. You and I have talked about what should be kept there, and I have a notion we probably keep the best Archives of these nine campuses.

KLOKE: Well, when Town and Gown got under way here, it started out as a women's organization. Just in the last month or so it's been decided to make it coeducational. Did you know that?

McCULLOCH: Yes, I'm glad to hear it.

KLOKE: Because there was a husband who enjoyed going to the meetings and asked if he could be a member. But in those early days, it was a women's organization. I was one of the early Presidents of Town and Gown.

McCULLOCH: I know you were, I remember that.

KLOKE: And one of the things I was much interested in was that we keep the Archives of the development of Town and Gown and that they go into the University of California, Irvine, Archives.

McCULLOCH: Do you think the other various organizations, like the Friends of UCI and the Library people--do they keep their minutes, too?

KLOKE: Yes, they do, and now as time has gone on we've gotten this pretty well handled through having it plugged into the Office of Development (John Spear's operation). There are minutes kept of all support groups, and they do get to Archives.

McCULLOCH: That's great! Now, the next question: Could you tell me about your study of the records of The Regents' meetings? You mentioned about the confidentiality of records of Executive Sessions and how they were not separated from open sessions.

KLOKE: Well, one of the first things that I was confronted with, when we were in that little building and there weren't many of us, was the Chancellor's involvement with Regents' meetings, because Chancellors go to all The Regents' meetings. We would get reams of material sent down before the meetings, you know.

McCULLOCH: I remember.

KLOKE: I had no idea what all of it was. He'd go to the meetings and carry it all along; he'd come back, bringing back more reams of material and sometimes duplications. And then they would mail us still other material. Later on, they would mail out minutes of The Regents' meetings. Much of this was preliminary, and then the minutes were the follow-up. For a long time I was afraid to throw anything away; I had a whole drawer full of these documents. So I read them with great care, and I really had to examine them, because they are very complicated. As you know, there are various

committees of The Regents, which meet on one day, and then The Regents' Board meetings are the next day, and so some of these were preparatory to the Board and then were passed to the Board as recommendations to the committee. So after quite a while, I became comfortable enough with this that I knew what I could safely discard, so we set up these pretty good Regents' records here on this campus.

Also, in my effort to understand the University, I read back through all The Regents' minutes and sent up to the Office of The Regents in Berkeley for copies of these that went all the way back to the point at which this campus was brought into being. When they first said, "We need new campuses"--

McCULLOCH: In 1957.

KLOKE: Right. And when they said, "One of these will be in southeast Los Angeles or Orange County," this was the initial reference to what then became the University of California, Irvine. We obtained copies of these ^{Regents' minutes} back to that point and began our record on this campus of The Regents' meetings from that time. In this effort, I went up to the Office of The Regents to get acquainted with the people up there and to understand how they handled all these matters.

They took me in and showed me this vault where they had the minutes of The Regents--it went back to handwritten copies, which was pretty interesting, way back a hundred years before. And when they showed me these, I noticed that they had them bound chronologically. The way The Regents' meetings are handled, they have the regular sessions, and then they go into Executive Sessions--it doesn't always happen, but more and more frequently it does. In the early days, they didn't always have Executive Sessions of the various committees, but now they almost always do. I had discovered in my reading that the Executive Sessions were held in strict confidence,

including their records, in perpetuity really, but they had them bound together, so that they had the regular session followed by the Executive Session of, say, the Committee on Buildings and Grounds, and the regular session followed by the Executive Session of the Committee on Educational Policy, and so forth. And so I said, "How can you let people see what is a public record without their also seeing the Executive Session?" They looked at each other aghast, because somehow nobody had ever asked that particular question, and so they had to rebind the minutes and separate out the Executive Sessions.

McCULLOCH: Well, good for you, Eloise! That's just great! That is really super!

KLOKE: That is another case in which I asked a pertinent question.

McCULLOCH: There was a history of the University of California which I bought, and I wonder why that man didn't--oh, I know, it was after you did it, it was after you.

KLOKE: Yes, it probably was.

McCULLOCH: That's right.

KLOKE: And, of course, The Regents' meetings have changed a great deal, too. This institution, in the almost 12 years that I have been here, has undergone considerable changes. It was simpler in the earlier days, you know, when there was first just Berkeley, and when there were just Berkeley and UCLA, and so forth. Even after the time that our three new campuses, Santa Cruz and San Diego and Irvine, came into being, it was much more simple--smaller and so forth--but there were various ^{Regents} committees that came into being and then went out again. And I remember that in the early days The Regents' minutes would be so late in reaching us--maybe six months later we would get the minutes of meetings, and I thought that was unfortunate.

McCULLOCH: When I was on the California State Curriculum Commission,

Eloise, that same thing happened. The minutes would come out late--you wouldn't even have them at the next meeting, and they were so voluminous.

KLOKE: Right now they're handled much more effectively. Also in those early days, The Regents began traveling around and holding their meetings on the various campuses, and I was very deeply involved with the holding of Regents' meetings here at this campus several times.

McCULLOCH: Were you involved with the one, for example, that met at the Newporter, that couldn't go on our campus?

KLOKE: Yes, right. We didn't have the facilities.

McCULLOCH: That's right.

KLOKE: The first one was just a committee of The Regents, which met in our little temporary building. I think that must have been Buildings and Grounds, or something, and I was involved with that. I think the next one was that one at the Newporter Inn, before we had facilities here, and then we had, I think, three of the full-blown Regents' meetings on the campus, and it was a horrendous undertaking.

McCULLOCH: I think you're right, there were three. There was one held up here in the gallery, one in the Faculty Club, and the third one was in the third floor of the Commons.

KLOKE: That's right. And, interestingly enough, when our Library Building was first designed, that biggest Conference Room, 5407, was designed as the meeting room for The Regents--that's why we had a little kitchenette attached to it, because otherwise we wouldn't have had that. Well, by the time the building was built, The Regents' meetings had far outgrown that room; in fact, they outgrew campuses. From time to time, The Regents discuss whether they should again have their meetings on campuses, because it is a good thing for The Regents to visit the campuses to get more of a feeling, but the way they are held, it is beyond the physical

capabilities of campuses such as this (the older ones did have big halls and lots of meeting rooms), but a campus such as this would really find it very difficult to host a full-blown Regents' meeting. They're very complicated affairs, and they involve meetings of other groups besides The Regents, just prior to, or following, the various sessions of The Regents.

McCULLOCH: That's really interesting. Now, the next question, Eloise, I hope you can answer in some detail. That is the question of setting up our table of administrative organization.

KLOKE: I prepared for this session with you today by looking at some of my old personal files, and I found notes on exactly this.

McCULLOCH: Good!

KLOKE: When I was first involved, various people were involved in this, but I took a considerable role in the very earliest drawing up of organizational charts. At first, these didn't exist; I don't think that they had them anywhere in the University at first. And people like L. E. Cox, who came out of the military, kept asking for them, felt that it was desirable to have them. Of course, it is, and we've all had to come to it. We considered what the structure of this campus really was--the academic function, of course, and then the service function. I spoke about the fact that originally we started with the physical facilities, and then we had to get immediately involved in the academic planning, and the students came up third. But, as you know, Dan Aldrich is very much interested in students, and it is a part of his philosophy from the very beginning that students are very important people, and so it sort of lined up. Also, the first Vice Chancellor of Student Affairs, Dick Balch, stated his views of what the organization that handled students should be. Now, I said in my talk to the University Club recently that I thought we were the first ones to adopt the title of Vice Chancellor of Student

Affairs. I'm not sure whether that is true or not; I would have to examine to see if other campuses did have that title before we did. But the first idea was this--that individual would be a Dean of Students, and so the idea of having a Vice Chancellor of Student Affairs on this campus really evolved out of those explorations of Balch's ideas of what he would do. We talked about Dean of Students, and then those early notes of mine said it seemed to me his concept was broader than just Dean of Students and that perhaps it was Dean of Student Affairs, so we were talking about that, and then it eventually became Vice Chancellor of Student Affairs. I had a long list, examining other campuses, of what took place on other campuses, who did what with respect to students, all the kinds of things students are involved in or have needs for, and drew up this lengthy list, and we felt that from this we had justification for the title Vice Chancellor of Student Affairs.

McCULLOCH: That's interesting.

KLOKE: Yes, it is interesting. L. E. Cox, in those very early days, was Business and Finance Officer, and so I have notes on whether his title should not be changed to Vice Chancellor of Business and Finance, and, again, we did that. So, from these examinations, we came out with our structure of these three Vice Chancellors, and I still think it's a good one. We keep examining this; we're examining it right now. But it seems to me that it is quite a logical thing.

Now, you're involved, first of all, with functional structure, and then you're also involved with individuals, their personalities and interests and inclinations. All of this kind of thing really does affect how the structure turns out, because you cannot always mold people into what you see as a proper structure. We examined, for instance, whether the Librarian should be under Academic Affairs or should report directly to the Chancellor, and the decision was that the Librarian should relate directly to the Chancellor,

so on our first organizational chart he did. Just in the last year, this has been re-examined, and it's been decided to place the Librarian under Academic Affairs.

McCULLOCH: I read that in the paper.

KLOKE: That's right. When computers came on and Julian Feldman joined, we went through this same thing again, and it was felt that the Computer Facility was ^{an academic} a tool, just as the Library was an academic tool. The idea of using computers for academic research and instruction was really a new idea then, and there was also the administrative use of computers. And so, again, we examined this, and, in the same light as the Library is an educational tool, it was decided that the Computer Facility would be directly under the Chancellor, and it still is, partly because there are two aspects of it, the administrative aspect and the educational/academic, aspect of it.

McCULLOCH: Yes.

KLOKE: So each of these things we examined with this in view. Originally, both the Registrar and the Admissions Officer were under Student Affairs. Recently this was re-examined. As a matter of fact, they were one person at first; there was a Registrar and Admissions Officer.

McCULLOCH: Lyle Gainsley.

KLOKE: Yes, right. This, as we got bigger, was split. Then, not too long ago, the Registrar was moved under Academic Affairs; Admissions still stays under Student Affairs. I raised the question with the Chancellor about this, because it seemed to me that there were as good reasons for putting Admissions under Academic Affairs as Registrar, and the Chancellor said, "Yes, it could be either way, and we've chosen to keep it where it is for the time being." I think that one must always be flexible in a structure like this. Some of the things that we did in the early days--which

were sensible in the early days--as we got bigger, or maybe because of this personality thing that I spoke of, it became sensible to change them. And so I think it is very important for everybody to recognize this. It's sometimes a difficult thing to do, because if you take a function away from somebody--take a responsibility away from one person and give it to somebody else--you may have some sensitivities involved in this.

McCULLOCH: I think that's very true, particularly last year when Dr. Adams got out that reorganization of the administration, which I thought made a great deal of sense, but, because certain people would be reduced from being Deans to maybe Associate Deans, and so forth, there was opposition because personalities entered the picture.

KLOKE: And, for instance, originally we had the College of Arts, Letters, and Sciences, and for very good reasons we decided to abandon that concept, then what had started out to be departments (weren't they?)--

McCULLOCH: Divisions; they were divisions and became schools.

KLOKE: That's right, became schools.

McCULLOCH: All the Deans supported that, we wanted it, and we wanted Dr. Peltason to be Vice Chancellor, because we felt that, as we got bigger, this would be the best way. I remember Clark Kerr came down and spoke to the faculty and encouraged us to vote it. That was the first big issue in the Academic Senate--should we do away with the College of Arts, Letters, and Sciences and upgrade the divisions to schools or colleges, or not? And you know the result. I personally think it was the wise thing to do.

KLOKE: Yes. Another issue that we went through was the Graduate Division, whether there should even be a Graduate Division.

McCULLOCH: That's right.

KLOKE: There was one point where people supported the idea of not having one at all. I think any institution, whether it's a growing one or not,

has to keep changing itself. I think this is a very healthy thing, and certainly we have undergone many changes. I don't think we have reached the ideal, by any means, but we're still reaching for it.

McCULLOCH: I think you're a good historian, Eloise. History is change, and this is what we study. Now, going on to the next question, if you had everything to do over again, what would you do differently?

KLOKE: I gave some thought to this. I don't know that there is anything I could say I would do differently, because the things we did were right at the time, and I think this is the only measurement. Personally, I didn't always agree with some of the things we did; personally, I didn't always agree with some of the people we picked, for instance, but I wouldn't say that I would change anything completely from the way we went about it. I think that we did have a good way. I think the fact that Dan Aldrich listens to people, tries to understand other people's viewpoints, has a great deal to do with our being what we are and having reached where we are, and so forth. And he continues to do this. I have sometimes disagreed with him and then watched to see how things worked out and thought, well, that really was the right way to go. And so I think this is important. I'm sorry that we lost some of the good people that we did in those early years; I was sorry that we lost Ivan Hinderaker so early, and I was sorry when we lost Jack Peltason, and both of those people continue to be good friends of this campus.

McCULLOCH: Indeed they do.

KLOKE: But that's part of life, too. Lyle Gainsley--we picked an awfully good man there, and then University Hall reached out and took him away from us.

McCULLOCH: Yes, right, right. That's a sign of a good choice, yes.

KLOKE: And sometimes we've made mistakes in our judgments of selection

of people, but time moves on.

McCULLOCH: Well, in a sense, then, the next question you've really answered: Do you think we have made the most of our opportunities in planning a brand-new campus on this Irvine Ranch?

KLOKE: Yes, I think we did. As I say, there are a lot of things that we would have liked to do that we found we couldn't do because of situations beyond our control; for instance, the budgetary changes, the changes in the governing structure of the state, and the attitudes of the Governor toward the University. Things like this set up problems which we simply were unable to overcome, so I don't think we could have done anything about that. I think that we probably have done as well as we could, given the sets of circumstances. I'm sure you remember that, in the initial planning for the campus, we first thought we'd open, for instance, with 500 students, and then, as we got started, they said, "Heavens! You're not planning widely enough." And so we raised our figure to a thousand.

McCULLOCH: I came on when it was a thousand.

KLOKE: Yes. And then 1500, and we opened with 1589. And so you try to anticipate each year what you're going to be faced with in numbers of students; for instance, what their needs are going to be with respect to housing. We went through this with respect to how we could house, adjacent to the campus or on campus, the number of people who would be either employed here or studying here. And then we'd get caught up in budgetary matters. There was a point where housing was far short of our needs.

McCULLOCH: I remember that, yes.

KLOKE: The other thing that I think many people don't realize is the long lead time that is involved in any planning for the University. You know, you plan the budget several years ahead.

McCULLOCH: It's four years, usually.

KLOKE: Yes. For instance, we've just made the decision that we're going to have a full-time Affirmative Action Officer. Up until now, I have held that responsibility along with other responsibilities. We have always recognized that we needed to give full time to it, but we never had the resources to do it, so we finally decided we've got to find the resources to do it. So how do you, right now, bring a function like this into being when it is not in the budget and your permanent budget is already established a couple of years out? This is the kind of thing that you have constantly to work with.

McCULLOCH: I've often tried to explain to lay people that very problem. You need a building. It's four years that will always have to elapse from the time you said you really wanted it until the time it's actually built.

KLOKE: One of the things that I've been trying to get done for years-- I came across my notes on this--I think we need to connect the roads straight across to Bonita Canyon.

McCULLOCH: You surely are right, absolutely!

KLOKE: And ever since about 1969, I have been trying to get this going. Finally, it has been approved, but, you see, the University is not the only one that makes this decision.

McCULLOCH: But you're so right, Eloise. We really have the most miserable entrance to our campus, and I can't understand it.

KLOKE: Well, we have a bottleneck situation here, and there was one time when we closed the campus because it was raining so hard that all the roads were flooding.

McCULLOCH: The spring of 1969, it was.

KLOKE: We always have a flooding situation out here, and that one day I thought that if we stayed another hour we would be isolated here, we would

be marooned, and so we closed the campus. As it turned out, we did succeed in getting out, and it wasn't completely closed off. But we had traffic problems. For instance, we are moving toward the idea of collective bargaining, unionization. I attended some sessions up at Berkeley when they explored what had happened at Berkeley when, for the first time in history, they had strikes at the Berkeley campus. One of the things that was examined was, what do you do if there is a picket line? Well, they could go around in other entrances, and I came back again and I said, "Look, if we had this kind of situation at Irvine, we would really be stopped, because you could close the campus up with picket lines very easily."

McCULLOCH: Very good, Eloise.

KLOKE: Another thing is a natural disaster, such as an earthquake. And then during the student activist years, when there was real threat of physical violence, I felt that it was a very serious matter here that we were bottlenecked to the extent that we were. Okay, finally the approvals came through.

But where is it? It's several years into the future before they can get the funding, all the approvals, and everything to put that road across. Also, some of the decisions that have to be made and have to be made early are related to unknown quantities such as the 9.2 acres, I think it is, on the Upper Bay, that's a part of the University of California. The first idea was that we would have a rowing course and that there would be a narrow neck of land that would connect it ^{to the main campus}. Well, they still have not decided how the Upper Bay is to be developed, because during the intervening period a new concept came in and that's the environment. People weren't thinking much about the environment then, and so now there's a feeling that the Upper Bay ought not to be developed in the ways that initially we thought it should be. And so that's still unresolved right now. They're having to

time needed
 extend in Regents' meetings the necessity actually to identify what those 9.2 acres shall be. So there are some things like this that I don't think we could have done any differently, and we just have to, as the Chancellor would say, play it by ear.

McCULLOCH: You're right. The last question, Eloise: Are there any experiences in the early years that we've missed and that you'd like to say something about, that come to your mind as we've been talking?

KLOKE: Well, I looked through all of the dozens and dozens and thousands and thousands of things that I was involved with, that we all were. I found a little note where the Chancellor said, "How many of us are there?" And I said, "This changes so rapidly, it's hard to keep up with, but as of right now, here are the people who have been appointed, papers are complete, and have accepted, though some will not be here until July." And then I counted them: "The Chancellor; the Vice Chancellor of Academic Affairs; the faculty, including Deans (there were 40); the Library, academic people, 4; 3 academic administrators--Pierce, Goodlad, and Saunders; academic grant people, 6; and nonacademic, 124; total, 179. January 25, 1965." I thought that was kind of an interesting thing, because there were times when we had to stop like that and count noses and see who they were.

There was a funny little thing that I came across that might interest you. As you know, we developed the second building, which was called the Surge Building, and then we renamed it the Faculty Research Building because the first academic people came on with various laboratory projects.

McCULLOCH: I remember that. The summer of '64.

KLOKE: Ed Steinhaus was over there, and I walked into the lobby of that building, and here they had a plastic plant. I wrote him a note, signed "Flower-Loving Eloise," and I said, "Don't you think it is incongruous for the building that houses our Biological Sciences to have a plastic

plant?" I got back a memo from Ed Steinhaus, and he said, "You are a very observing Flower-Loving Eloise. You are indeed a scientist, and you're quite right about the incongruity of having artificial flowers as part of the decor of the Faculty Research Building. I could conjure up the excuse that the artificiality arises from the fact that the building is also occupied by our friends the chemists, physicists, and engineers, but still the biological scientists should make their vital force evident. The matter will be corrected, even before we get our greenhouses. You see, on other campuses the beautiful flowers exhibited by most departments in the Biological Sciences really come from the greenhouses. We shall see what we can steal, beg, or borrow, and liver tumors will be kept in the back lab for use to fertilize the beautiful plants we shall appropriate. Thank you for the suggestion. This is what keeps us going onward and upward." Signed, "Life-Loving Ed."

McCULLOCH: That's wonderful!

KLOKE: And he said, incidentally, "When the Surge Building was built, we asked for decorative plants to grace the entry, but our request was denied," and that was probably a matter of money, as many things were. But that's the kind of thing my notes are full of.

There was another one, where I wrote the Chancellor a note (the RE on this was, "Cabots, Lodges, and God"): "Protocol says that only Chancellors talk to Chancellors, Deans to Deans, and so forth, but perhaps this isn't true in the case of personal acquaintances." (This is just a little informal note between me and the Chancellor.) He says, "Heavens, no! Let people talk to whomever they want." And this, again, is a reflection of the attitudes of our Chancellor. There are people who are sticklers for protocol, and in those early days it was true that only Chancellors spoke to Chancellors and Deans to Deans, and so forth.

McCULLOCH: I took that very seriously, Eloise. When I was Dean, I always had an open-door policy--anybody could come in and talk with me, and the secretaries were amazed. And the students were amazed. "Well, come right in."

KLOKE: Well, I think, Sam, that the first people on this campus really set the stage for this kind of thing, starting with the Chancellor himself. I was much involved in those early days in making sure that there were no underdogs. You know what my efforts were with respect to staff people.

McCULLOCH: Right, right.

KLOKE: But I couldn't have done that without the Chancellor's attitude toward it and those of other people, like yourself and Ed Steinhaus, who had a feeling for people as people. And we were never hung up with this hierarchy.

McCULLOCH: Hierarchical status.

KLOKE: Yes. Now we still have to fend it off from time to time. I'm sure it still does exist among individuals. But so far as the overall view is concerned, we have always said that there were academic people, staff people, and students, and that all of them were important. It's a chicken-and-egg situation; we can't do without any of the three groups. All of them are deserving of full attention and understanding, and their needs need to be met.

McCULLOCH: That's well put, well put, Eloise. Anything else you've got? That's delightful, those things.

KLOKE: But I don't know whether you're interested just in this anecdotal kind of thing.

McCULLOCH: I'm interested in some anecdotes, yes.

KLOKE: Did I mention the Emergency Loan Fund, for instance?

McCULLOCH: No.

KLOKE: Well, this is one of the ways I say I take pleasure in the fact that I have personally changed the whole University of California in some respects.

McCULLOCH: Well, bless your heart!

KLOKE: There was, in those early days, a Faculty Emergency Loan Fund, which was available without interest, and it was supposed to be really for emergencies, but sometimes faculty could draw on it for such things as buying a car. There was one instance that I remember where someone wanted to buy a car, who had moved here from another area. There was some justification for it, but, still, I thought that was an inappropriate use of the Faculty Loan Fund. There were Student Loan Funds from the beginning, but there was no way in which a staff person could meet an emergency by borrowing money, and I worried about this. I worked on it for a long period of time.

I tried to get the institution to do something about it, and nothing happened at first. I tried Town and Gown to see if they would set up an emergency loan fund for staff, and they said they felt that was an institutional responsibility. At one point, I went to the Staff Council then--it's now the Staff Association--and tried to interest them in it, because this is certainly a matter of the welfare of staff people, and so they, too, were working on this problem. But I really sort of single-handedly fought this thing through for quite a while. Finally, again by this probing and questioning, I even wrote a personal check as seed money, and I was in communication all the time with Morley Walker, who was Director of Personnel for the total University, in the Office of the President. Morley wrote me a note and sent his personal check, and he said, "Your chances of getting the institution to move on this are so limited that I'd rather just give you my own personal check." I had the

pleasure somewhat later (I didn't cash either one of these--I held them in reserve) of returning Morley's check to him with a note saying, "I told you so!" because we did finally get the institution to look more closely at this. They discovered that the Faculty Emergency Loan Fund was improperly set up, because, as I say, there were loopholes, such as the individual who bought a car, using it. And so they redid it and, in doing so; they opened it up both to academic and to staff people.

McCULLOCH: That's terrific!

KLOKE: At first, that "Faculty" really meant Academic Senate people, too, so it was more than just the staff; it was all the academic people who were not Senate members. So I feel that personally I moved the whole institution and opened this all up, so we now have an appropriate Emergency Loan Fund, though I think you do have to pay a small interest now.

McCULLOCH: I congratulate you, Eloise. In fact, I've always enjoyed working with you. This has been a very pleasant interview, and it brings back many fine memories, mostly of the important role you've played, Eloise, and we certainly owe a lot to you. I think, as you imply, the image of a university is the extension of the Chancellor's shadow, and I think we've developed around Dan, and you've worked so well with him, it's always been a great pleasure. In fact, I've had offers to leave, and I'm still here. Well, thank you, Eloise, very much.

KLOKE: Yes.