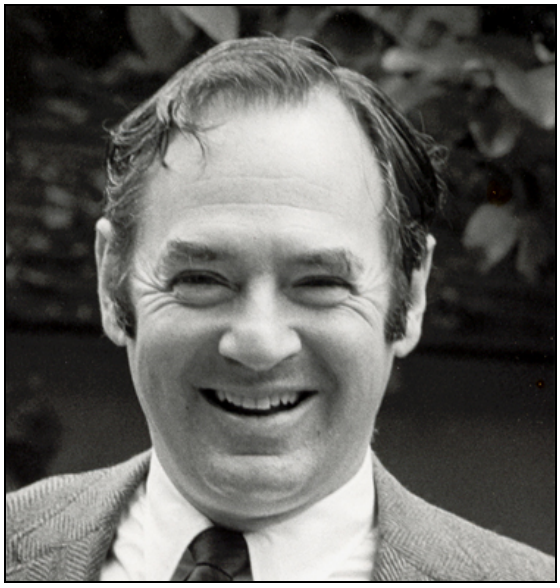

Photo by Floyd Clark, 1971

ROBERT A. HUTTENBACK
(1928-2012)

INTERVIEWED BY
SHIRLEY K. COHEN

September 14 and November 6, 1995

ARCHIVES
CALIFORNIA INSTITUTE OF TECHNOLOGY
Pasadena, California

Subject area

History, administration, student affairs

Abstract

Interview in two sessions, September and November 1995, with Robert A. Huttenback, chairman of the Division of the Humanities and Social Sciences from 1972 until 1977, when he was appointed chancellor of UC Santa Barbara.

He begins by recalling his childhood; born in Mainz, Germany, in 1928. Since the family was Jewish, they were anxious to leave Germany when Hitler became chancellor; they emigrated in 1933, first to Italy, then to England. In 1939, they came to San Francisco, thence to Los Angeles.

Matriculates at UCLA 1947, BA in history, 1951. Drafted during the Korean War, posted to Fort Bliss, Texas. After two years' service, returns to UCLA for graduate work in history (PhD, 1959). Fulbright Scholar at the School of Oriental and African Studies in London for a year, then a year of research in India. Comes to Caltech as Master of Student Houses (MOSH) and acting lecturer in history.

Recalls his activities as MOSH (1960-1969) and early teaching; his opposition to invitation to Gov. Ronald Reagan to speak at Caltech's fund-raising kickoff. Becomes dean of students, 1969. Recalls his deanship and the unfortunate involvement of psychotherapist Carl Rogers, of the Center for Studies

of the Person in La Jolla. General dissatisfaction with division chairmanship of Hallett Smith and search committee for a new chairman; Huttenback becomes acting chair. Establishment of graduate program in the social sciences. Discusses his efforts to professionalize the division; recalls battle over tenure for literature professor Jenijoy La Belle. 1972, becomes division chairman. Recalls anti-Vietnam War demonstration on campus.

Comments on presidency of Harold Brown and on the admission of women to Caltech in the early 1970s. Discusses his academic research on British imperialism in India; his work on consortium advising on development of technology institutes in India; 1962, consults at Kanpur. Six months' research in South Africa on Gandhi. Research on racism and imperialism worldwide. Comments on his love of teaching; his work with Lance Davis on *Mammon and the Pursuit of Empire*, both at Caltech and after his move to UC Santa Barbara; recaps the establishment of the social sciences in the division. Discusses his part in setting up the Baxter Art Gallery at Caltech. Concludes by voicing disappointment in general quality of Caltech's English and philosophy faculty during his chairmanship.

Administrative information

Access

The interview is unrestricted.

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CALIFORNIA INSTITUTE OF TECHNOLOGY ARCHIVES

ORAL HISTORY PROJECT

INTERVIEW WITH ROBERT A. HUTTENBACK

BY SHIRLEY K. COHEN

PASADENA, CALIFORNIA

CALIFORNIA INSTITUTE OF TECHNOLOGY
ORAL HISTORY PROJECT

Interview with Robert A. Huttenback **by Shirley K. Cohen**

Pasadena, California

Session 1	September 14, 1995
Session 2	November 6, 1995

Begin Tape 1, Side 1

COHEN: Tell us something about your family.

HUTTENBACK: All right. I was born in Frankfurt am Main, Germany, on March 8, 1928. My mother was a quite eminent concert pianist. She'd actually gone to Europe to study with Engelbert Humperdinck and Joseph Hoffmann before World War I. And then when World War I broke, she really was a genuine prodigy. They taught her personally because she was too young to get into the Berlin Conservatory. So she went back to America during the war, and then came back to Europe to resume study and start performing after World War I. This must have been around 1920 I would say.

She married my father, who was a business man in his father's firm, called Siegmund-Strauss—one of the biggest textile firms in Europe, but which had already been ruined by World War I, because it had the ill luck to have most of its factories in France, Italy, England, and The Netherlands. In contrast to World War II, no confiscated property was returned at the end of World War I.

He was considerably older than she was—I think about twenty years older. But they lasted together quite a long time, and had two children: my sister, who is five years older than I am, and myself. I remember that in Frankfurt we lived in a big flat, right opposite the opera house, which much to my surprise was still standing when I went back there. I didn't go to school there, because I was too young. I went through various nannies and tutors and what have you.

My mother came from a largely Sephardic background and my father from an Ashkenazic one. Neither of them was religious. My mother was religious once a year—which is not unusual. She would go off to temple once a year and do her thing. But on the whole, it was a very secular household. I was hauled off to temple a couple of times, but nothing memorable.

When Hitler came in 1933, my mother said, "It's time to leave this place." My father, whose family had lived in Worms, near Frankfurt, for five hundred years, was of course not so sure. And families who had lived in Germany for many years were not so sure anyway, because it was the most emancipated Jewish population in Europe. So he was not so sure.

I remember once—he finally got convinced—I remember going with him to the hospital. There was a cousin in the hospital, named Edgar Sonenberg. My father said, "You know we're leaving; you should leave." And he said, "That's ridiculous!" He had not only won the Iron Cross in World War I, he'd won the Blue Max—the highest medal. So he said, "That's ridiculous! I'm a war hero! I'm not going to leave here; they're not going to do anything to me." Of course, that was a common story.

Well, he died, as a matter of fact, in mid-passage.

I think the fact that my mother was American and had a somewhat different view on this, and was really the stronger of the two, had some considerable effect.

So, to make a long story short, in 1933, we left. It wasn't as bad then. You could take a lot of your stuff with you still in '33. I remember that my mother left early on the plane to England. She was in partnership with a man called Detmar Walter. She said, "What will I do with my money?" He said, "Oh, I'm on the same plane." He had the perfect Aryan face. He said, "Just put it in my pocket; they'll never look."

She got on the plane, and he came up and they looked into his pocket, took out the money, took him off to jail. [Laughter] He didn't stay very long, but she lost the money.

We went to England, but we went basically to Northern Italy, because my grandmother, who had been smart enough to sell off all her holdings before the stock crash, lived in Merano in a great house called, appropriately, Villa Berkeley. She'd risen to great grandeur and become a great snob, even though she'd started out running a boarding house in Clotch Court. She put that behind her.

So my mother took my sister and me to Merano, because she had a problem. She had married my father before the Cable Act. The Cable Act—I think it was in '28—ensured that

American women who married foreign nationals kept their citizenship. Before that, you lost it. So my mother had lost her American citizenship. And she saw this business coming. So she wanted to go back and be naturalized. So she left my sister and me with my grandmother, who waited until my mother disappeared across the horizon, and then sent us off to some terrible *Kinderheim* on Monte San Vigilio. We stayed I guess about six months there. It wasn't all that bad. Then my mother came back and she'd been naturalized. My mother is one of the few women who could have been a naturalized American president, because she was American-born and also naturalized.

Then we moved to England and lived in a very nice house in Hampstead—53 Hampstead Way. I first went off to a day school called the King Alfred School. I guess I learned English then. I don't remember doing that. [Laughter] But I didn't like it. I guess I liked more structure. So I was sent off to some famous prep school—the Highfield School—where our life was rigorous.

COHEN: Did your father continue to work in England?

HUTTENBACK: No, he didn't. My father sort of retired and did interesting things like canoeing, and went to photography school. But as far as I could see, he really did nothing useful whatsoever.

My mother went to work and started an artist management bureau in partnership with an Englishman. And my sister and I went to school. And it was a perfectly happy existence. I liked the school very much.

COHEN: Was this boarding school?

HUTTENBACK: Yes, it was. You had to wear little Eton suits. It was very Church of England. You had to go to chapel in the morning and to chapel in the evening. It didn't really affect me at all. If there's any religion that doesn't affect anyone, I imagine it's the Church of England. [Laughter] It doesn't have a very large emotional content. But it gives you some social structure.

I went there for three years. I had three years of Latin, two years of Greek, three years of

algebra. And when we finally came to this country, I was put in the sixth grade and I couldn't believe it. I said, "God, they're learning multiplication tables." Anyway, I went there for three or four years. The war had not quite started; it was just teetering on the edge.

COHEN: Did your mother say, "Time to go" again?

HUTTENBACK: Not really. The English do not like refugees. They're very xenophobic people. I think it's probably gotten better now, with the immigration and the Common Market. My poor mother used to have to go down about once a week to the home office and get her work permit renewed. It really wasn't very welcoming. But it was fine for me, because they treated me at school just fine.

In fact, my mother, who had lots of chutzpah, decided that I should go to the best public school, even though they register people there at birth. She decided I should go to Harrow. We had a cousin—my father's cousin—Norman Huttenbach, who'd immigrated with his family to England. He had been at Gallipoli in World War I. And he was the only officer in his regiment that had survived. He'd been to Harrow.

So my mother wrote Dr. Venables, the headmaster, saying, "I'd like my son, who you may know is a cousin of Colonel Huttenbach, to attend Harrow." "Oh, we'd be delighted." I still have the letter at home. So I've always wondered what would have happened if I'd gone. I never went, of course.

COHEN: You were accepted?

HUTTENBACK: Oh, yes, without any problem at all—all due to my cousin Norman, who died a year or so ago.

Anyway, we came to the United States. My mother was from San Francisco. She hadn't seen any of her relatives for a million years. And she said we'd come for the summer. It was the year that both World's Fairs were opening in New York and San Francisco.

COHEN: That would be 1939.

HUTTENBACK: Well, that's when it was. So we took the SS *President Roosevelt* and came to

New York and visited the World's Fair there. And then took the train to San Francisco and did it all there. We stayed with my aunt and uncle, who were very affluent. He, J. B. Levison, was the president of Fireman's Fund Insurance Company and had besides his own house, what they called the house in the country. It was ten miles down the road in Palo Alto. So he'd pack up in May and go out there. As an aside—it's a funny thing—when the University of California took over the Fireman's Fund building in San Francisco some years ago, I went there for the opening. And I noticed the big guestroom was called the J. B. Levison room. [Laughter] That's my great uncle.

Anyway, we stayed and had a wonderful time. I caught the world's greatest case of poison oak and never knew what it was.

And then the war broke out. My father was still in Europe. And my mother said, "Why should we go back? They didn't really want us in the first place." [Laughter] So we didn't.

COHEN: Your mother must have been wonderful.

HUTTENBACK: My mother was an absolutely wonderful woman. When I think back, she was truly a unique person, a remarkable woman.

But she didn't want to stay up there in San Francisco with her relatives. So we went to Los Angeles. First we stayed in Hollywood. I went to the Gardner Street School. And she went into business with L. E. Beheimer, the great Los Angeles impresario. And we moved to Beverly Hills. The funny thing was, we bought a very nice house—in 1939 it cost $13,000. A different world! I went to Hawthorne Elementary School, where, as an aside, my closest friend was Ramsey Clark, the future attorney general. In fact, another aside, I am still involved in some litigation, and he is my attorney.

I went to Hawthorne School, then I went to Beverly High.

COHEN: It must have been a real contrast between an English school and these schools.

HUTTENBACK: It was a different world.

COHEN: So you couldn't even compare them.

HUTTENBACK: You really couldn't. And I tested at about the twelfth grade. But they said that it would be bad to put me in there, and they probably were right. So they put me in the sixth grade, which meant I didn't do any work for the next twenty years. [Laughter] There was a total lack of academic rigor in these schools. But also they dealt with a much broader population. The English schools that I went to were highly elitist.

COHEN: Also, there was the competitive spirit.

HUTTENBACK: Yes, very much. And the academic thing was very important. And here, your social stability and getting along with people seemed to be more important; there, it wasn't important at all. My conclusion was that if you went to a good English school and a good American school, if you went all the way through their systems, that the product at the end of both systems was about the same. [Laughter] Oxford and Cambridge are wonderful undergraduate schools, and they're better than most of ours. On the other hand, British graduate schools are not anywhere near as good as ours.

Anyway, I went to Beverly High, which I didn't like at all. I just didn't. It was just too damn social! And I was always in trouble for being late or some great misdemeanor like that. And I didn't have a particularly distinguished career. I barely got out of there into UCLA. I don't think I would have liked any high school particularly. I don't like the things they do—and I think that's still true; I still think the things they do are things that I find vaguely repellant.

But I loved UCLA!

COHEN: Well, you were on your own there, nobody bothered you.

HUTTENBACK: That was exactly it! UCLA was wonderful! They left you alone. And it was right after the war. So the place was flooded with veterans, with no place to put them. It was sort of a crazy time. I played football. It was wonderful. They not only let me play football, but they fed me, and they gave me clean clothes. I thought this was the closest to heaven I'd ever been. I loved UCLA. And I think I spent most of my time playing games. I had thirteen letters when I finally got out of there. [Laughter] I played a lot of games, took courses I liked, dropped courses I didn't like, had about five majors before I was through. And I didn't think that was

such a bad way to go. I enjoyed it.

COHEN: And your family left you alone?

HUTTENBACK: Oh, yes. No one bothered me at all. I remember that in high school my mother would occasionally get a note summoning her to discuss my derelictions. And she went through it all and she bawled me out, and then we forgot about it.

So I went to UCLA, where I finally ended up with a history major—mainly because I liked it. And the professor I liked the most happened to be a historian. I graduated just in time to be called into the Korean War. In fact, I tried to avoid that by joining the reserve unit. But it didn't work out. [Laughter] They hauled me off anyway.

I was summoned to Fort Bliss and drove down there. I thought it would be terribly well organized—you'd sit there, and they'd call your number and they'd tell you where to go. It wasn't. [Laughter] We sat in this huge room and just sat around. Eventually some warrant officer at a desk would call your name. I didn't realize at the time that that warrant officer was very important. And I was in the artillery. So he would chit-chat for about two minutes. And he said, "What did you do in civilian life?" I said, "Well, I've been a soccer coach. I coached a soccer team at Caltech to great and glorious victories." He said, "You were? I love soccer. When I retire, I'm moving to South America, because I like to watch soccer." So instead of doing what he did to everybody else, which was to send them off to the replacement training center for six months, and then they went off to Korea, he looked in a musty drawer and he said, "How would you like to run the post theaters?" I said, "Terrific!"

So I was shipped off to run the post theaters—Fort Bliss, Texas. It's a huge establishment; it's a whole city. So you have everything from laundries to shops to service clubs for entertainment. And in this mix, you also had around nine movie theaters in different parts of the post. They always showed the latest movies, and I think the servicemen paid twenty-five cents.

COHEN: How did he connect the soccer to this?

HUTTENBACK: Oh, he just wanted to do something nice for me. He didn't want to send me off

to that god-awful replacement training center. Not that I knew anything about theaters. Luckily, though, there were two sergeants—one who was absolutely brilliant. Every morning Sergeant Armstrong used to work through the *New York Times* and one of the other big crossword puzzles. Then he'd do the *Saturday Review's* doublecrostic. He was a very bright guy. In fact, I got him out of there. I said, "You're much too bright to be doing this." So he left and did something else.

COHEN: What was your rank at this point?

HUTTENBACK: I was just a second lieutenant. I had taken ROTC at UCLA—not because I wanted to. It was required. In those days, all land grant colleges had to do the first two years. I was terrible. I disdained it. I never cleaned my uniform. I was rude to the officers. I never cleaned my rifle. I was a terrible mess! And I didn't give a damn.

Then, after the first two years, I suddenly realized they'd passed a new draft act. So I went back on bended knee, had my uniform cleaned—although I still had not risen above the rank of private—and got back in. So I did the last two years, which made me an officer. I was a very good boy the last two years. [Laughter]

When I got into the army, I was very good. So I was promoted ahead of all these ROTC colonel types.

And my subordinate was Sergeant Shevlin, who was a reserve colonel. And I always knew that Sergeant Shevlin would one day reemerge as Colonel Shevlin, because wars do that. So I always treated him with great politeness. And sure enough, one day he appeared with all of his wonderful eagles on his shoulders. But, of course, they transferred him to something more important.

So I did that for a while. Then I became the post athletic officer. I ran probably the best athletic program in the army. We won some big award. We had all kinds of things—baseball, soccer, football. At some times, there were about 60,000 men in that place.

COHEN: So, in some sense, at a very early age you were running a big organization.

HUTTENBACK: Oh, I was! Eventually I ran all the Special Services. The position called for a

colonel, but I rose to the rank of first lieutenant, which is as far as I ever got.

I did close to two years. Then, as the war was running down in Korea, they said, "Look, anyone who's planning to go to college can apply now and get out early." So I did that. And went to UCLA and went to graduate school in history. And I enjoyed it. It's funny, because I really did it mainly because I didn't know what else to do. Once I got into it, and I did my first research, I found I really enjoyed it.

At that time, there was a very good faculty at UCLA—a guy named John Higham, who was quite a distinguished intellectual historian. I took his course. And he was sure I must be an idiot, because I'd played sports. And he was always late, and I remember it used to gripe me. At one evening seminar, [I had been to a] Mexican restaurant and had a few beers. And I was wearing my letterman sweater, which I knew would be annoying. So I lay down on the table and fell asleep. So he came in there. Well, there was one of two things he was going to do: either he was going to be absolutely furious, or he was going to think this is rather funny. [Laughter] Well, luckily, he thought it was rather funny, and we became quite good friends.

Anyway, in his class, and a couple of others, I learned I really enjoyed doing research and I could very legitimately go on with this work, which I did. John Galbraith was my professor, and I got through. The day I took my exams he was away in South Africa, so he appointed somebody else who completely screwed it up.

COHEN: Was that the kind of history he did?

HUTTENBACK: British Empire, yes. I liked him. When I did the first research paper, I found that because the British had tainted so much of it, much of it had to be redone.

I went through and got my PhD. And I remember that Galbraith, a wonderful man, said to me, "Well, I don't know where to place you. You know, we've never placed anyone at Chico State." And I thought to myself, "You're a wonderful man, but you're never going to get me a job."

Meanwhile, I had been coaching soccer at Caltech. And I'd coached a freshman baseball team. And if you ever go to the gym, there's that huge trophy—it's still there—the biggest trophy, which we won for beating UCLA for three years. I was popular; the kids liked me. And I liked the faculty, particularly my great confidant, Paul Eaton, who was then dean of students.

He was professor of English and dean of students. Of course, in those days, all administrators were teaching. I don't know how much of that's still true, but I imagine it's still true more here than in most places. Even when I was chairman of the division [Humanities and Social Sciences], I taught. When I was master of student houses, I taught a full load.

Anyway, he was my great friend. He used to come to the soccer games. I did that for three years. By that time, I'd finished my preliminary work at UCLA and I applied for a Fulbright scholarship and went off to England. I still always kept in touch with him and some of the kids.

COHEN: Where in England did you go?

HUTTENBACK: The Fulbright was for the School of Oriental and African Studies in London. And that's where I went. But they didn't pay you enough to keep body and soul together. I was paid only fifty-five pounds a month. And they didn't give you any more for being married. So we lived in Cambridge, which was about fifty miles from London, and Freda, my wife, got a job with the American Air Force in a place called Mildenhall and taught the fifth grade. That's how we survived.

I had a wonderful time. I met a lot of people at Cambridge with whom I still keep in touch, and played cricket for two teams, and played squash. I took the train every morning into London to the India Office Library and did my work. It was a good year.

Then, at the end, I met a guy there with whom I'm still close friends—Leo Rose, who is a professor at Berkeley, a political scientist. He said, "I'm going to India on a Ford Foundation grant. Why don't you apply to go to India? Your thesis is about India." So I applied, and I got it. So we went off to India for a year and worked in Indian archives.

COHEN: Where in India did you go?

HUTTENBACK: Mainly Bombay, Delhi, and Lahore. Those were the places where the records were. And in Madras to some extent.

COHEN: So you were working on British Colonialism at this point.

HUTTENBACK: Yes. The sources were actually better in England than they were in India. But there was a lot of stuff in India, smaller stuff that they never bothered to send back to England. And that was a good year, too.

COHEN: Well, even deciding what to send is of interest.

HUTTENBACK: Yes, well, they were supposed to send everything. But everyone wants his superior to know as little as possible. So the theory was that the regional places would send, let's say, to Calcutta, Calcutta would send stuff to London. It worked pretty well, about as well as you could possibly expect it to.

I wrote my dissertation up in Darjeeling, which was nice; spent a couple of weeks there.

While there, I got this offer from Caltech. A strange offer: "We'd like you to be master of student houses. It'll be pretty much a full-time job and you essentially won't teach." So I went back and said, "The job interests me. I like the Caltech kids, and I think we could handle that easily enough. But I don't want to come as a full-time deputy sheriff in residence."

So then they said, "All right, you can be an acting lecturer." A rank so low, I don't think that existed before or since. [Laughter] "And you can teach at the convenience of the division." I said, "All right." So I did that. We moved into the little Arden house—on the corner of Arden Road and California, right next to the Health Center. It was pleasant. We lived there for nine years. [Caltech physics professor] Kip Thorne was next door. It was a perfectly pleasant place to live. And I went to work and had this wonderful secretary, Ned Hale, who just died a couple of weeks ago. At one time, every student here knew her.

We liked the students. Freda and I entertained the students a lot. We were always amazed at how much they could eat—incredible amounts! I used to get in a fight with the manager of the student houses about the quality of the food. As a matter of fact, it was Neil Pings's wife, at that time. At one time, we got a Swiss lady who was really a very good cook. She cooked wonderful stuff. But you know, the kids didn't like it at all. [Laughter] They wanted the old stuff back.

It was very interesting running the student houses. It involved all kinds of interesting sociological problems and challenges.

COHEN: Did you have very much to do with the faculty during this time?

HUTTENBACK: There was a committee on student houses, made up of faculty members. I had a lot to do with that committee. I also, I think, was the committee champion of the whole place. I sat on ten million committees. So in that sense, yes, I did. In the sense that I did later, I didn't. And with the faculty in the Division of Humanities and Social Sciences I did. But in a broader sense, no, I was much more oriented towards students and their affairs than I was towards the faculty and their affairs.

We always had resident associates, who were chosen every year; they were graduate students. And they were fine. Then we created faculty associates, who were faculty members who had a particular house attachment. Some of them did it very well and very seriously; others not, but that's to be expected.

We used to have all kinds of wonderful problems to solve, such as the great fascination with water. Water all the time. I don't know if they still do that; I don't think so, because I finally went to the chap who was then vice president—Bob Gilmore—who had no imagination at all. I said, "We should carpet those houses." It ended up in a tremendous fight; I finally ended up with [Caltech president] Lee DuBridge. He said, "I hear you told him you might wish to resign if I don't do what you want." I said, "You heard it correctly." I liked Lee, but we had some grand fights. But he always came out on the right side, too. So he grumbled and finally said, "All right, you have the carpets."

COHEN: Why did you want the carpets?

HUTTENBACK: If you put carpets in the hall where people live, they're not going to throw water on them. It used to be just cement.

We did all kinds of interesting things.

COHEN: Now, were you teaching at the same time?

HUTTENBACK: Yes, I was. I usually taught three courses, or three sections, of European history—the beginning course. And I also started teaching a British Empire history course and

one on Indian history. I can't quite remember when I started doing that.

COHEN: Now, Peter Fay was a close colleague of yours.

HUTTENBACK: Yes. Peter was not at that time interested in India. I'm the one who got him interested in India. We had this program in India, in Kanpur, called the Indo-American Program, which several universities, including Caltech, staffed.

COHEN: Are you the one who introduced Caltech to this program?

HUTTENBACK: No. As a matter of fact, the first person to be involved was Don Hudson. But I got involved because I knew more about India than he did, and he talked to me. And then a couple of times, when he was not able, I went to meetings. So after one of those meetings Peter really wanted to go to India. They were strictly against it, because they wanted an engineer from Caltech, not a historian. I finally talked them into it. So Peter went. And that was the beginning—he actually stayed there for two sessions, two terms of office, and he got interested in India, which he still is.

It was a very interesting time.

COHEN: So, in some sense, you also introduced some research into the Humanities Division.

HUTTENBACK: Oh, I did, completely; it caused me great trouble. I was master of student houses from 1960 to 1969. Then Paul Eaton retired and I was due to take his place. In fact, there's a funny story about it. They were really going to create another position—I'll just tell you the truth as I perceive it—another position that was called vice president for student affairs. And that would have been me.

But it was at that time—Ronald Reagan, I guess, had become governor in '66—that we suddenly heard that the trustees were about to kick off one of their big fund-raising campaigns. And they had invited Governor Reagan to be the speaker. And that just absolutely outraged me. It was a time when Reagan was attacking the University of California very strongly, and it seemed to me sort of self-serving, when a set of sister institutions were having so much trouble, to use this as a means of latching onto right-wing money—which is really what it was.

So I talked to various people in all the divisions and wrote a letter.

COHEN: You had a tenured position at this time?

HUTTENBACK: At that time, I was still either master of student houses or dean of students but I was also a tenured professor. Actually, I think I was still master of student houses. But I did this all from the Humanities Division. And I wrote a careful letter: "Dear Dr. Beckman, we want to say at the outset we know the trustees have a perfect right to do whatever they wish. But we do want you to at least be aware of our feelings about this particular invitation, in that we feel, at least from our viewpoint it is self-serving and inappropriate, because it's taking advantage of the difficulties our sister institutions are having in order to benefit us." Which is exactly what they had in mind.

I had agents all over the damn place. And most of the eminent people in the university signed it. It was very far from being an offensive letter. It just stated our concern. So I sent it off. It was sent to Arnold Beckman, as chairman of the trustees.

I get this summons that I should appear at his office at La Habra. So I appear. And I remember, he never let me sit down. [Laughter] The thing that seemed to offend him most was that this letter had been delivered to his wife. Well, it was sent to the house; I didn't see what difference that made. And he was absolutely livid and raging. And I said finally, "Look, Dr. Beckman, no one says you shouldn't do this. But I think you should realize that by the very act that the faculty were able to send this letter, you won't have a lot of pickets out there. I want you to know that if you just go ahead and do it, there will be considerable amount of polite but nonetheless active faculty opposition. And this letter allowed them to do what they thought was proper for them to do, not going too far, but to voice the opposition and then do what you want." And they did do what they wanted. [Laughter] And there were no pickets.

I was dismissed eventually, and my nomination as vice president for student affairs disappeared. [Laughter] Out the window. I knew that would happen. And dean of students is what I became, and that was OK. The funny thing is that for years Arnold Beckman just hated me. He would not speak to me.

But when I became chancellor at Santa Barbara, he'd clearly forgotten. He was terribly friendly.

COHEN: And Reagan came?

HUTTENBACK: Oh, yes. It happened just as they wanted it to.

COHEN: And they picked up right-wing money?

HUTTENBACK: Yes, it all worked well. We knew it would. We just didn't want them to entertain the delusion that we thought it was a good thing. I think I was then the great rabble-rouser, except I wasn't; I was very polite. I did polite things. But I did think one thing should be noticed. And the funny thing is, given the fact that about ninety percent of the faculty signed that, they all agreed.

COHEN: So did someone else get that job of vice president?

HUTTENBACK: No, the job of vice president just didn't get made.

Begin Tape 1, Side 2

HUTTENBACK: I was master of student houses from 1960 to 1969, then became dean of students in '69. Now, somebody else must have talked to you about what happened about then, except I can't quite remember when. It was the so-called Committee on Aims and Goals. Now, the Committee on Aims and Goals was a funny idea. Bob Bacher [Caltech provost 1962-1970], who's an interesting guy, was much more interested in psychology and those kinds of areas than most scientists. I forget who the famous psychologist at Stanford was. Bacher was a friend of his, and he used to worry about the institute as sort of an organism.

What they did was they said, well, we should bring on as a consultant Carl Rogers. Carl Rogers is the father of indirect therapy. He is the great father of sensitivity training.

So at the first meeting, there were a lot of people gathered. I think Lee DuBridge was there, and [Richard] Feynman. All faculty. I was there. Norm Davidson. Neil Pings. Kenneth Eells, who was then the school psychologist. I can't quite remember who the others were. But it must have been maybe twenty, twenty-five people. So we met with Carl Rogers.

Carl Rogers was a very quiet man; you couldn't hear him. It always struck me he had

absolutely no sense of humor—none at all. He would, from time to time, laugh, because he thought that was expected of him. But he had no sense of humor. And he sort of became our facilitator. What we did was we discussed the institute, the problems at the institute. It sort of went round and round. I think it was very useful. And we didn't do it quite the way he wanted. In fact, he was always bawling us out and writing nasty letters when we didn't behave properly. I remember one night we brought his assistant, a very good-looking jerk, down from that institute [Center for Studies of the Person] he had in La Jolla—Jack something. Jack, I think, spent the entire time shacked up with somebody at the Athenaeum. [Laughter]

COHEN: Now, was this something people could just voluntarily come to?

HUTTENBACK: No, it became something called—first, the Honker Group, because that's where we used to meet for dinner. Although occasionally other people came in, it stayed pretty consistently as it was. It had very strange effects on some people. It had a very strange effect on Lee DuBridge.

COHEN: You would meet at the restaurant?

HUTTENBACK: We usually met here, somewhere in the Athenaeum, and then usually went over to the restaurant.

I heard Lee DuBridge telling some strange story about him and his father. [Laughter] And Feynman didn't take to it very well, either, as I recall. Some people it really affected rather negatively. But the rest of us bumbled on. And when Carl Rogers brought his revered assistant, we told him at the end of the meeting, "We don't want you to bring him again." He was absolutely shocked. We said, "No, we really don't like him." And he said, "But everyone likes him." "Well, we don't like him." He wasn't used to that kind of thing. In fact, he found the whole relationship just weird.

COHEN: So the institute was really committed to this, because they must have been paying these people.

HUTTENBACK: Oh, yes. Bacher was a member of the group, too. Anyway, after some time, Carl

Rogers says, “It’s time we had one of these sensitivity weekends.” And I told him, “I think it’s a very bad idea.” He said, “Why?” I said, “I can understand it if it’s part of an ongoing process. But we’ve never had one. And suddenly we’ve got to do this thing and out in the middle of nowhere. And all that’s going to happen, if they do it the way you like it, is that people are going to get offended.” But he did it anyway. [Laughter]

COHEN: Did you go someplace?

HUTTENBACK: We got a house up here somewhere above the Arroyo. We got the house for the weekend. Everyone went. And we were supposed to do the usual thing. I remember Ken Eells, who was the psychologist then, turned to me at one point and said, “Bob, I’ve always wondered, Do you like me?” I said, “That’s the gauchest question I’ve ever heard. We’ve been friends for many years, and if you have to ask that question of me, I think there’s something wrong.” I was offended. I was offended throughout the whole thing! But I never said another word.

So Carl Rogers came to me: “Bob, you’re not participating.” I said, “Oh, I’m not participating because I can’t see what earthly good it can do. I can only see that I will offend somebody or they’ll offend me. And I don’t need that. And besides, there are too many hierarchical relationships. There are people whom I work for. And it seems to me you can’t have that, if you’re going to do this kind of thing.” And at one point, my then boss Hallett Smith let loose some sort of attack on me—it was about my wife. [Laughter] And I never did forgive him, ever. And that’s why I thought the whole thing was stupid.

Well, then Carl Rogers had to leave, and I became the new Carl Rogers. I turned it from a discussion group into an action group. And it turned eventually into something with real form, called the Committee on Aims and Goals. And I think Neil Pings became chairman of that.

We did all kinds of things. It was out of that committee that the idea came to try not giving freshmen grades. And I’m not even sure that the admission of women didn’t come out of that.

COHEN: So this was an ongoing group, then. How were people appointed to this committee?

HUTTENBACK: On this Aims and Goals, there were quite a few of the veterans of the original

group—and then I really can't tell you how they were appointed.

COHEN: People who were interested came in? Or did DuBridge tap them? Or did Bob Bacher come and say, "You'd better come and be part of this?"

HUTTENBACK: I think Bacher or Pings. Yes, I think they were probably asked rather than volunteered.

COHEN: How often did you meet?

HUTTENBACK: About once a month. There was actually a document; we became institutionalized. It was interesting, and I enjoyed participating in it, even if I didn't agree with all the things that were done. It was a very strange mixture of people, but interesting.

I became dean of students then. And I actually enjoyed that. I was dealing with students in a somewhat different vein. I dealt more with the academic affairs.

COHEN: As opposed to the master of houses, which was their living problems.

HUTTENBACK: Discipline, social. One thing that always bothered me was that Caltech kids never knew how the rest of the world lived. They were isolated. I really thought—and I still do—that Caltech is a marvelous place, but not really a marvelous place for undergraduates. They pay a very heavy price for going here. Maybe it's worth it. I think it's the greatest place in the world for graduate students—never been that sure about undergraduates. One wonders what they could have been if they'd done something else. They were certainly bright enough to be a great success anywhere.

I came up with a plan, which we actually implemented. I sent a committee of students around to visit a lot of different colleges—just to stay there a couple of days. I'd written the deans. Just to look around and see how they did things differently. Because wherever you go, you begin to think that's the only way things can be done.

At the end of that, we established a program in which Caltech had bilateral relationships with about twenty different colleges—mainly liberal arts colleges, but liberal arts colleges that also had good science. And the idea was that you could go and spend a term without any fees.

There was no bureaucracy at all. I would just write to their dean and he'd write to me, and that was all there was.

COHEN: Was there much participation?

HUTTENBACK: No. [Laughter] It was much more coming to Caltech: There were quite a few kids who came to Caltech, but very few of ours went somewhere else—a handful. They're comfortable. The faculty is very much against this sort of thing. I remember when I had an opportunity with the Indian Institute of Science, which is a very good institution. I thought it would be nice for some of our kids to spend a little time there. Scared the pants off the faculty! "Can't do that. They'll waste their time." It really wasn't true. And I always criticized the faculty for being terribly un-enterprising in these sorts of things.

I wanted an education-abroad program, too. And I realized we weren't big enough really to do one of our own. So I latched onto the program they had at Occidental College, which was quite good. The whole time we had it, zero.

COHEN: It was the atmosphere. When we came here, we were amazed to find that nobody took sabbaticals.

HUTTENBACK: Yes, they didn't exist!

COHEN: Yes, they said, "Well, we're here. Where will we go?"

HUTTENBACK: Yes, they just didn't exist. Typical, I was having a great fight with Jenijoy La Belle. Well, not a fight. The division just didn't think she should get tenure. But she found a better way—the trustees thought she should have tenure. [Laughter] And they had the power.

COHEN: The trustees can interfere in this process?

HUTTENBACK: If they wish to. This is quite improper; it's one of the reasons I left. I thought it was absolutely, totally intolerable. Anyway, one of her great supporters was Feynman. So Feynman writes a thing: "What a wonderful person Jenijoy La Belle is. I never would have

been introduced to the Huntington Library if it wasn't for Jenijoy La Belle." So I said, "That's incredible! Here you live a couple of miles from a major intellectual, cultural institute, and you haven't been there yet? You had to get some young lady who teaches to take you there?" I said, "That's no great praise of her; it's a great condemnation of you."

COHEN: I don't think he would have liked that.

HUTTENBACK: Oh, I'm sure he didn't. I don't think he liked me, and I didn't like him. I think he was a great man—that's different. But I thought he was a fraud. He had this fake persona that he trotted out, which was not the real him; there was somebody else there. In fact, in his latest biography, the guy writes about that, I believe. I haven't read it, but I'm told that.

While I was dean of students, there came the problem that people were becoming increasingly dissatisfied with Hallett Smith. A perfectly decent man, but he didn't want to change anything. But everyone liked him and nobody wanted to injure him. And all the hints, you know, after twenty-five years—most division chairmen don't serve twenty-five years—that he should perhaps think of leaving. Well, he wouldn't do it. So a search committee was formed.

COHEN: What year was this?

HUTTENBACK: That was about 1969. So [Caltech president] Harold Brown formed a committee. He'd just arrived. And he made me head of the damn search committee, which I did not particularly want. Who else was on it? Lance Davis, and Charlie Plott came. Anyway, Lance was sort of the first of this new breed. We were then having a series of discussions about what the division could look like. It became totally bifurcated. And [Caltech physics professor] Murray Gell-Mann never forgave me.

COHEN: Was he on this committee?

HUTTENBACK: No, but he gave us advice when we didn't want it. [Laughter] But we were talking about what we really should do—something sensible in the social sciences. And within that, there was a group I would call the old-fashioned group.

COHEN: Now, were these mainly in the humanities—in English?

HUTTENBACK: No, no. The English department was not really involved in this. These were people like Alan Sweezy, and Bob Oliver, and Lance Davis—Thayer Scudder, who was an anthropologist.

COHEN: So these were social scientists.

HUTTENBACK: Such as they were; there weren't very many. And their head was David Elliot. But it really wasn't getting very far; the divisiveness was too great. Who else was involved? Fred Thompson.

By this time, I think I was made acting division chairman.

COHEN: You mean Hallett Smith was there in his position and you were the acting?

HUTTENBACK: No, I didn't move. I just stayed where I was, but I was running it.

COHEN: And was he aware of that?

HUTTENBACK: Yes, he was aware. We drew the veil of decency over it, and I always consulted him, and didn't move him out of his office.

COHEN: Who appointed you acting?

HUTTENBACK: Harold Brown.

COHEN: I see. So he really wanted to move on this.

HUTTENBACK: Yes. And meanwhile, we were looking—I didn't want to do it. No, actually, I got it wrong. I did not become acting until I was running this damn committee. We tried to get all kinds of eminent people, but none of them wanted to come. By this time, I'd sort of decided. Lance was really my closest advisor. I agreed with him that in a place like Caltech particularly,

social science shouldn't be just the same old descriptive stuff. It should be the more risky area of an analytical and quantified kind of social science.

COHEN: That was Lance Davis's strong feeling?

HUTTENBACK: Yes. And I got permission from Harold Brown, who agreed, to hire a whole bunch of different people—Charlie Plott, Jim Quirk—who were mostly economists and political scientists, who were of that analytic ilk. Which I thought—and I still think—was the right way to go. But there were people like Roger Noll, who could really go either way, who weren't all that comfortable with it.

Anyway, we did it, and we established a graduate program in the social sciences.

COHEN: And this was with Harold Brown's blessings?

HUTTENBACK: Oh, yes. This has become the Division of Humanities and Social Sciences now. But the social sciences were by and large just rather analytical, quantitative, mathematical, scientized.

COHEN: Was there ever a thought to separate the humanities from the social sciences?

HUTTENBACK: I think it was mainly not done because of the size. I did have an executive officer for each, and there really wasn't that much mixture; they were quite separate.

COHEN: And meanwhile Hallett Smith was still sitting in his office as chairman of the humanities?

HUTTENBACK: At this point, yes, he still was.

I, meanwhile, went around and had lunch with every faculty member, because there was lots of opposition to the idea that we were going to have a new graduate program at Caltech, and that the program was going to be in the social sciences. And not only that, in a sort of presumptuous form of social sciences—one that presumes to know something about science and mathematics. I think it was particularly shocking when Charlie Plott came and they found out he

could teach Math 1 and 2—which they took advantage of, I believe.

COHEN: Now, were there any graduate programs in the humanities, like English?

HUTTENBACK: No, nothing at that time.

COHEN: I thought there was something in history.

HUTTENBACK: There were no graduate degrees. We did, at one point, establish undergraduate degrees in English, economics, and history—mainly because so many good kids whose interests had changed were leaving. Some of them were bound to have a change of interest, and it was a shame to have them leave when we could have very easily accommodated them. So we did do that. We did, and that still exists, I guess.

Anyway, there were a lot of people opposed. Murray Gell-Mann was just an abomination, because he very much wanted old-time social scientists; these other people were just pretentious charlatans. He may be half right, I don't know. [Laughter] But eventually we got it to the faculty and only one person voted against it—Horace Gilbert. [Laughter] From our own faculty!

So we got it put in, and it turned out to be a very successful program. If you look at these job offers that the kids who first came out of it got, it was a good program. It came at a time when it was needed; it taught kids what they should know. And they got, by and large, very well placed. I'm still criticized for that, but I still think it was the right thing to do. It's a very good program.

COHEN: How strong was Harold Brown's push in this direction? Or did he just let you guys operate?

HUTTENBACK: He didn't push.

COHEN: But he must have thought it was a good idea.

HUTTENBACK: He smiled on it.

COHEN: It wasn't his idea.

HUTTENBACK: No, not at all. He didn't even take a very active part in it. One had to sort of talk him into it. Harold was very sensitive to criticism, especially after the attempted marriage between Caltech and Immaculate Heart. It was the wrong thing to do. Anyway, he didn't interfere.

Just about after we'd done all this, he made me acting division chairman. There were a lot of people who I think would have been great division chairmen.

COHEN: So this job was offered to many people?

HUTTENBACK: It was offered to two, I think: a guy at Wisconsin (Al Bogue) and a chap who's now at USC (Dick Easterlin), who was at Pennsylvania. I certainly didn't want it. But as often happens, when you're head of the committee, you pay the price. [Laughter] In the end, I'm glad I got it, because I was able to do a lot of things that I wouldn't have been able to do otherwise. I got the social science program under way.

I had a big fight with Bob Christy [Caltech provost], which seems strange. There was a young man—Bill Cozart. He was assistant professor of English at Caltech. He was up for tenure. Bob Christy came to see me: "What's he do?" I said, "He teaches English." He said, "That's good enough, we should give him tenure." I said, "It's not good enough; we should not give him tenure." I said, "It's absolutely insulting that you've made these people into pets. To you guys, the ideal English professor is Kent Clark, because he writes musical comedies and vignettes about your great triumphs."

COHEN: Did you say that to Bob Christy?

HUTTENBACK: Yes. I said, "You should have exactly the same level of expectations for professors in the humanities and social sciences as you do in any other thing." I mean, when I came, there were good people. But there were people like Harvey Eagleson. They were gentlemen scholars. David Elliot. Fine people. But they should be expected to do something. So I put that in.

COHEN: Were there big salary differences?

HUTTENBACK: I found that out, too. Yes. Not big differences, but significant. When I came here, I wanted to find out, and no one would tell me. In fact, with everyone's permission, I said, "I want all of your pay reports," and I made a list. And it was abominable.

I always enjoyed fighting with Bob Bacher. I said, "Look, through secrecy, you practice massive differential pay." I'll say this for him, when he was caught, he gave in, and there were some changes. [Laughter] There should be some differentials—you know, the better people who work harder should get paid more than the people who don't.

Anyway, this effort to try and professionalize the division was not met with universal glee. And I lost a good number of friends over it. But I still think it was the right thing to do. I might add, it didn't endear me in Santa Barbara, either, where there were some of the same problems. I'd say, "What do you do with your time? A maximum teaching load? You teach three classes a week; let's say you teach nine hours. And you sit on a couple of committees. What the hell do you do with the rest of your time?" And most of the people who didn't do anything didn't do anything.

So we professionalized the division in large measure.

COHEN: And you had the support of the administration behind you on this.

HUTTENBACK: Yes, I did. And then came the great Jenijoy La Belle affair, which was, again, sort of a testing of this. Because Jenijoy just didn't measure up. And the division agreed. But she sued, and the trustees just didn't have the balls to deal with this.

I was going to have lunch with Lew Wasserman.

COHEN: He was her supporter, wasn't he?

HUTTENBACK: Oh, yes, but on this he disagreed. Here we were, sitting in a little cove in this coffee shop, on the illusion that no one knew we were there, but everyone knew. [Laughter] He said, "Don't you think you ought to give her tenure?" I said, "To be perfectly honest, we've gone through all the routines. I don't think she merits it. You as trustees have the power to do

this, but I don't think I want to do it. In fact, I wouldn't. And I don't think the division wants to do it."

So they, by imperial fiat, gave her a couple of extra years, and then decided that she was good enough. I was right the first time.

When I was division chairman, I was elected to the Committee on Academic Freedom and Tenure. I thought it was very flattering to be elected to that committee. And then they changed the rules, saying division chairmen couldn't be on it, so I was kicked off.

It was during that time that I led the great anti-Vietnam thing.

COHEN: Was that when they had "Impeach Nixon" on the library?

HUTTENBACK: I'm not sure. I did it more gently. I don't think so. I can't remember the year when we invaded Cambodia.

COHEN: I remember there was finally some action here. [Caltech professor of biology] Max Delbrück made a speech.

HUTTENBACK: Yes, we did a whole thing. And I led the whole student body.

COHEN: It was probably the first time there was ever a student demonstration over something political.

HUTTENBACK: It was done in a very polite way. We gathered and marched, obeying all the traffic signals, to the Post Office, where we sent postcards to the President. I don't think it was very effective, but I'm not sure anything was. And on the way back, some guy tried to run us down. [Laughter]

COHEN: This would have been in the early seventies.

HUTTENBACK: Yes, and I was already division chairman then.

COHEN: How long were you division chairman?

HUTTENBACK: I guess it was seven or eight years. Then I went up to Santa Barbara.

COHEN: And the social science concomitant was added at that time?

HUTTENBACK: The name was changed I think while Hallett Smith was still there, because we were doing all these things.

COHEN: This is now the early seventies. Caltech during this time is really stable as far as faculty, and doesn't change much. And you had the women here now.

HUTTENBACK: Yes, but for many years that didn't make much difference. The numbers were never as great as people thought they were going to be. I'm under the impression that the number of women is much larger now.

COHEN: You mean undergraduates?

HUTTENBACK: Yes.

COHEN: I think they got up to a third at some point, and maybe that's where they are now.

HUTTENBACK: It wasn't that big then. The undergraduates were a separate problem. I remember the arguments over graduates, but that was settled much earlier.

COHEN: So you were much more concerned at this point with graduate work, when you were chair.

HUTTENBACK: Yes, much more.

COHEN: How about the teaching in that division? One hears so much criticism—that people just taught what they wanted and never mind an overall plan for students.

HUTTENBACK: I'm a little out of date on that. What we tried to have in most cases was the basic

course in each of the major disciplines.

COHEN: So that was agreed upon?

HUTTENBACK: Yes. Over and above that, indeed, people did pretty well in teaching what they thought they should teach. In fact, when I was teaching the beginning history, we would meet once a week and we would decide in common what we were doing. I'm not sure that's true anymore. I don't know, but I rather doubt it. I don't know what the students think of the teaching they get.

The people to ask are not the students, but the alumni, and ask them this question: "Now that you've been out a while, which course and which instructor really affected you? And why?" Because students even with the best will in the world are affected—at least, most of them—by how easy the course is, how witty the instructor.

COHEN: Coming back to social sciences, where you got quite prominent people to come into a very effective program…

HUTTENBACK: Yes, the faculty at the beginning was superb. Unfortunately, a very large number of them are gone, and to good places. Mo [Morris] Fiorina is at Harvard. John Ferejohn is a member of the National Academy, which is unusual in itself. Roger Noll is at Stanford. Jim Quirk is retired. Charlie Plott has his own sub-empire, I understand. Bob Bates, who was excellent, is at Duke. So a large number of them have left. Bruce Cain is up at Berkeley. And I must admit I'm not familiar with what's going on now.

COHEN: Do you feel that some of these people would never have stayed anyway?

HUTTENBACK: Oh, if they were as good as we thought they were, they wouldn't stay. Bob Bates was very good; he went to Duke. It's like a physicist who's teaching at Reed College and gets an offer from Caltech; he'll probably come to Caltech.

What was good about that first group was that they all fit together pretty well, and that helped. And they were young, and they were enthusiastic. It happens in the history of all institutions—a phenomenon like that, where they come and maybe don't stay, but for some years

it works.

I was always considered a class traitor for not having supported the humanities strongly enough. [Laughter]

COHEN: I think the fact that they're not here anymore, in some way, must reflect the animosity of the rest of the faculty. Were they ever taken into the family?

HUTTENBACK: Oh, yes. Well, they had sort of their own family. In the community at large, I'm sure the humanists were much more welcome, because they didn't do anything threatening. In a way, the social scientists were a little bit threatening; they did things like get grants from the NSF [National Science Foundation]. Not threatening in a major way, but they weren't mascots, in the way the humanists were. I'll always remember Lee DuBridge saying at lunch at the Athenaeum to Kent Clark, "Kent, I see you're giving a talk tonight. I know who you are, but who's this guy Auden you're talking about?" [Laughter] Some of the best-educated people here are in the sciences.

COHEN: But they're rather single-minded.

HUTTENBACK: Yes. A funny thing: Murray Gell-Mann came to me and said, "I want to teach a course in linguistics." I said, "You can't." He said, "Why?" I said, "You're not professionally competent." I don't think he forgave me for that, either. But as far as I was concerned, he wasn't. And Max Delbrück wanted to teach philosophy. [Laughter] He may have been professionally competent, but this wasn't a thing you could do. Murray actually asked; I think Delbrück was a little more subtle.

Delbrück was always trouble. He had a perfect right to do this. He'd always have opinions on the people we were trying to appoint. Which I think is fine.

COHEN: Well, you know, his father was a famous history professor in Germany.

HUTTENBACK: Yes, I know he was.

COHEN: It's interesting that these people wanted to interact.

HUTTENBACK: Some of them certainly did. It didn't always please you the way they did it, but they did.

COHEN: When I look back at the record of the Seminar Days [Ed. Caltech's alumni day], and you see how it became more and more substantial, they certainly started calling on alumni from that division. You gave many talks.

HUTTENBACK: Oh, yes. I think that's a very good idea. I remember once we asked the astronomer Fred Hoyle. Wouldn't it be fun to have him come and give a talk about how you handle science fiction? He was a very witty guy. But he came and he was absolutely dreadful, he took it so seriously. He tried to codify everything. We thought he'd just tell us why he likes science fiction, why he writes the way he does.

COHEN: You were in the position of chairman for seven years. Is that the position you then went to Santa Barbara with?

HUTTENBACK: Yes. I loved it. I should have stayed. As you know, I had difficulties at Santa Barbara.

COHEN: I'm trying to think, did your tenure coincide with Harold Brown leaving and Murph [Marvin Goldberger] coming? Were you still here when he came [July 1978]?

HUTTENBACK: No. I knew Murph.

COHEN: But you really coincided with Harold Brown's tenure [1969-1976].

HUTTENBACK: Absolutely, yes.

COHEN: You got on with him very well, I gather.

HUTTENBACK: Yes, I did. To the degree that anyone did. Harold was a very difficult, prickly person.

COHEN: Was he a micromanager?

HUTTENBACK: No, he wasn't. Although he made himself chairman of our search committee. I did all the work, but he was the chairman. [Laughter] But I thought Harold was a very bright guy. He wasn't right on everything, but I liked him. I thought he was fun to work with.

Let's see, my student incarnation I did mainly with Lee DuBridge. But the social science part was mostly with Harold Brown. You probably have a better idea of what the health of the social science program is now. Because in the seventies, it was a very good department and placed good people in good places. I hope that's still true.

COHEN: Why do you think these people left?

HUTTENBACK: I think it was a bigger commitment, bigger program. You know, we were a little, tiny thing, not terribly visible. And I think you get sick of always being the beleaguered minority. And in the case of Mo Fiorina, here is a young man who'd grown up and would have gone to East Appalachian State or whatever it was; there was no greater flattery than to be offered a job at Harvard. In the case of Ferejohn, I don't think it's so clear. I think they just made him a very good deal. And in the case of Jim Quirk, there was no particular reason at all.

Roger Noll was very unhappy. Do you know why? This was absolutely idiotic. Roger was head of the search committee for a new provost. And the committee chose him. They thought he would be good; I think he would have been good, too. One night Murph phoned him up and said, "Roger, the committee chose you to be provost. I think you'd be absolutely marvelous. I'd be delighted, but I can't do it. Arnold Beckman just won't stand for it." First of all, you don't tell things like that to people. And second, you should try and prevent your trustees from telling you what to do on the operational level. [Tape ends]

ROBERT A. HUTTENBACK

SESSION 2

November 6, 1995

Begin Tape 2, Side 1

COHEN: Perhaps you've had some thoughts about our last interview, things that maybe you hadn't mentioned that you'd like to say.

HUTTENBACK: I did happen to think a couple of days ago about the admission of women to Caltech, because that's become an almost universal issue—that almost every place that was only a man's place became coeducational. It must have been sometime in the late 1960s when we had the great dramatic debate in the faculty about whether women should be admitted to Caltech. The forces of darkness did themselves in by coming up with unacceptable arguments: "Women will come here and they'll get this wonderful education, and then they'll just go and get married and they'll waste it." That was one argument. The other one was: "There's a lack of ladies' facilities, and they'll be terribly offended by the sight of urinals." [Laughter] The arguments were on that level. So I think that helped a lot. We had the right opposition. So it passed.

I had to work out something: The trustees wanted special quarters built for them. I think it was Blacker House. They were beautiful. And I knew, at least, that the women who came wouldn't do that, that they just would not allow themselves to live in separate quarters. Of course, that turned out to be the case. We had these palatial quarters. No one lived in them. And the women who came just looked like everybody else. I was never quite sure exactly how some of the details went, and I'm just as glad.

COHEN: Now, at this time there were already graduate students who were women.

HUTTENBACK: Oh, yes. But I remember when I was still coaching the soccer team, there was a huge argument in the faculty about somebody who had surreptitiously snuck in a woman graduate student—a chemist. And that required, from then on, a great vote, and again, the vote was, well, it's OK. So yes, the women graduate students had been there quite a while before the women undergraduates were. A different sort of problem. But it worked out quite smoothly.

I always used to wonder when the trustees found out that the women didn't really live in those special rooms. They probably don't know yet.

The number that came the first year was around ten. It wasn't a very large number. And it stuck there for a long time. And then a few years after I left, there was apparently a considerable increase. I remember some things were right about it, some things were wrong about it.

COHEN: How were these first women recruited? Did they go out and solicit them?

HUTTENBACK: I think it was just announced that women could apply. And ten were admitted. And over the next few years, the women were not at the top, nor were they at the bottom. They were just sort of in the middle. Then some of them did very well, and it worked out fine. I have a feeling that as time went on, there were probably more at the top, and also more at the bottom. It was normalized.

One thing we were disappointed by: One of the reasons many of us wanted them was that we thought they would have a social effect—that they would make the boys a little more sophisticated, make them behave a little better. [Laughter] And that was really a disappointment. What really happened was that the men pulled the women down to their level. [Laughter] But that wasn't really a major concern.

COHEN: So you got the same kind of women as men.

HUTTENBACK: Yes, very much the same sort. And I suppose that makes some sense; it's not surprising. I had always wondered—Caltech men didn't have very good taste in the girls they went out with. And the bad taste was not in the physical sense; the bad taste was that they usually took out girls from Scripps who were much less intelligent than they were. It used to worry me that quite a large proportion, after they graduated, married them. And I felt they probably married the first girl they ever met. And these marriages didn't work well, because the men continued to grow and the women didn't.

So we thought, well, maybe some normalizing, having girls. And I think that happened—having women living with them, eating with them, talking to them—it didn't become

such an exotic thing. And I think that worked.

And it was never quite as dramatic—which is probably good—as everyone thought it would be. And it was inevitable. Although I must say, I think one of the beauties of American higher education was that it had such diversity. I can't see why women should want to go to The Citadel. Why? To prove a point? I don't really know. And I'm always glad that Smith College never took any federal money and therefore stayed the way it is. I think that's an option that women should have. And I think there should be an option for men, too. Once the federal government gets into it, of course, that's one of the problems. If you don't take federal money, you can do whatever you want; but it must be a very great temptation to take it.

COHEN: Let's go back a bit. You had, of course, the life that we know you for here, being dean and organizing the social science department. But all this time, you're doing your own work.

HUTTENBACK: I did do a lot of work, and it really was a great help to me—not just for my own state of mind but also in a lucky way. To be perfectly frank, when I came here, the Humanities Division had some very fine people, but none of them were scholars. Other than Hallett Smith, most of them just were not. They didn't write anything. And I wrote a lot. So I came here as an acting lecturer. [Laughter] My rank was so low, I believe it no longer exists. Remember, I first came here as master of student houses, and they were very reluctant to make me part of a department. I could be an acting lecturer and I would teach at the convenience of the division—in other words, where it suited them. But that worked out fairly well. I didn't have my PhD yet. I got it within two years after I got here, and I was made an assistant professor. And then I went on from assistant professor to associate professor in I think two years, and then in another five years to full professor, because I wrote a lot. In history.

My first book was my thesis. It was a study of British imperialism, using the Indus Valley in India as a case study. It was published by the University of California Press. [*British Relations with Sind, 1799-1843: An Anatomy of Imperialism* (1962)] It was as a result of a Fulbright in England in '56, and I did research for that then.

COHEN: You were interested in imperialism, and that was a good example. It wasn't so much an interest in India.

HUTTENBACK: No it wasn't, really. I got more interested in India. And it was a wonderful example, because all the various motivations for imperial expansion which interested me occurred in this one region over a limited number of years. So it made an interesting case study. It's still around. I guess I did that the first year I was here, while I was still master of student houses.

One nice thing: I liked being master of student houses, but I always taught a full load and did research. I enjoyed that; it kept me sane. Otherwise you might end up taking seriously that some of the bed sheets were missing. [Laughter] So that was my first. Let's see, what did I do second?

COHEN: When you were teaching, did you use your own materials here?

HUTTENBACK: Sometimes, when it was appropriate. At the beginning I didn't, because I taught only the beginning courses in European history or beginning courses in American history. In those days, in your first year you took a course in European history, the second year you took a course in American history. They weren't bad courses, actually. And then later on, I added electives. One was in British Empire history, and one was in Indian history; and I did use my materials in that, because it was in some cases quite applicable.

COHEN: How did you get in with Peter Fay in this university in India? When does that come in?

HUTTENBACK: As a matter of fact, I think that actually came in when I was writing my second book. Caltech was part of a consortium of, I believe, ten American universities. It included Ohio State, MIT, Purdue—mostly technical places. The Indian government had decided it wanted to develop a series of very distinguished, high-class institutes of technology. And they asked various different countries to take responsibility for the development, so each had a different sort of national character. There's one in Bombay, which was, I believe, Russian. There was one in Madras, which was German. And there was one near Calcutta, which was British. There was another one which was a UN institution. And we got involved with the one in Kanpur, the Institute of Technology at Kanpur. And the man at Caltech who was really most involved was Don Hudson. He didn't know that much about India, but he was interested in this

project.

They'd have a meeting once a month.

COHEN: And DuBridge was interested in this and thought it was fine?

HUTTENBACK: I think he was totally disinterested and didn't care. [Laughter] I don't know if he even knew about it. I would occasionally go for Don Hudson to the consortium meetings.

COHEN: Who funded this, India?

HUTTENBACK: No, no, it didn't. The money may have come from the wheat loan. We gave a lot of wheat to India, and we made a deal with them that we would not expect repayment. I know I went over there on scholarship, and we were paid in rupees. So it really didn't hurt the Indians to pay us in rupees; it would have been a burden if they had had to pay the US government in dollars. So I have a feeling that some of the money came from that. But I think it was all American money, and I guess US government money in some way.

COHEN: But it didn't cost Caltech anything?

HUTTENBACK: No, it didn't. Although, the time I was there, I guess I was still paid by Caltech. But I think, other than salaries of individuals who went, it wasn't a burden on the universities. And I was on leave when I was there, anyway.

And at just about the same time, Ned Munger and Bob Oliver had applied to the Carnegie Foundation for a project that dealt with the economics of underdeveloped countries. It was absolutely idiotic, because the place they chose as an example of an underdeveloped, third world country was South Africa—which was hardly, even in those days, what one would call an underdeveloped third world country. So I remember, I went to Hallett Smith and I said, "If you approve it, you're crazy! Because when the Carnegie people find out, they're going to be furious." [Laughter]

Well, he approved it. And so I thought I might as well take advantage of it. So I went. The little group was founded—Ned Munger, Bob Oliver, myself, and Fred Lindvall, and a few other people. This is in the early sixties—about '62, I think. I was supposed to do something on

economic development of the Indian community in South Africa—many of them former indentured laborers. I said, "OK, that sounds interesting. But I want to make it perfectly clear: although I am pleased to do this, and I will enjoy it, I think the whole thing is a pile of rubbish."

But having said that I went. And when I got there, I did a generalized study of the Indian economic development. After all, Gandhi had spent twenty-one years in South Africa, and no one had ever written about that; and they were his developmental years. Everything he did later in India was developed in South Africa. So I said, "Well, hell, I'll just do a study on Gandhi in South Africa," and I did. I went to the archives; I got involved with the Indians who still remembered him. I went out to the Phoenix estate, which had been Gandhi's headquarters. I enjoyed it very much.

I happened to do that. And after I'd been in South Africa on this Carnegie money, in the middle of that, suddenly there came a rocket from the Carnegie Foundation, which said, "What are you people doing? We gave you this grant." It was actually a grant to Caltech, which had some other things attached to it. And one part of it went to this disarmament seminar that David Elliot ran, which was quite good. He had people coming from all over, talking about disarmament. And that was good. And part of it went for a program in the history of science, which was all right, too. And then the third part they didn't know what to do with, so they did this thing with South Africa. And Carnegie was just furious and about to close us down, but they didn't. So we just went on. I guess I spent about six months in South Africa, doing my research on this. And then I went back to London, because before Gandhi came to South Africa, he had been in London. And then I went and looked in India. So I did do research in South Africa, India, and England.

COHEN: And this was on Gandhi?

HUTTENBACK: Gandhi and the Indian community in South Africa. It was actually my best book, I think, called *Gandhi in South Africa* [Cornell Univ. Press, 1971]. And it's still, I think, the best thing on that.

But it was during the course of that, I thought, "Hell, I'm going to India, and there's never been anyone from Caltech to visit this place." It was well under way by then. It was situated in the agricultural gardens of Kanpur, while they were building a new campus.

COHEN: This was the technical institute that the US was responsible for?

HUTTENBACK: That's right—these ten American universities. So I said, "Do you want me to go?" And they wrote back and said, "Yes, do come, because we want to do it very much like an American university. We want a humanities section, so we want you to come and help us staff the humanities section."

There was another guy working on the humanities. He was awful. It was trouble from the beginning, my working with him, who had crazy ideas.

COHEN: Let me get this straight. At this point, this thing was ongoing. Caltech was part of this, but nobody from Caltech had ever gone there yet.

HUTTENBACK: That's right. Don Hudson may have been there once for a day or so, but no one had ever gone there for an extended period of time, or taken a role *there* in the actual development of the institution.

So I went in the winter of '62, I think. And I got involved with curriculum, which I didn't find very satisfactory. And I also got involved with trying to find the right people which was also very frustrating because it is a typical Indian problem. I remember one particular application from a guy, Mr. Khan. Mr. Khan had the best dossier I had ever seen. He didn't have the usual Indian letters of recommendation, which are nearly always awful. They are totally without substance: "He is a good young man; I know his parents." But this one, there was a letter from the vice president of India—a guy by the name of Zakar Hussein, who had been head of Aligarh Muslim University. He said, "I keep Mr. Khan on the faculty here by my own authority because the rest don't want him. He's too bright. He got a third class degree in his exams. And I know why he got a third class degree, because he is much, much brighter than the examiners, and they couldn't understand what he's writing about." And then Mr. Khan went off to Canada to study with probably the best Islamicist in the world, who's probably dead now, Wilford Cantwell Smith, who was at McGill. I knew Smith—a most dyspeptic man; never said anything good about anyone. But he said, "I don't know if Mr. Khan is a genius, but I expect he is." It was an incredible letter.

So I drummed it through that he was going to be the first appointee of the Department of

Humanities. "He wants to come to Kanpur. Isn't that wonderful?" This was just about the time I was leaving. A few weeks later, I asked, "Well, did you appoint Mr. Khan?" He said, "No, the committee voted against it." Why? "He had a third class degree." [Laughter] It was typically Indian. I just spent six weeks there, but I thought it quite fascinating.

The Americans and the Indians didn't associate with each other. And I thought this was stupid. So I organized a cricket match. And there were enough like myself, who were actually quite good cricket players, and a few odd Englishmen from other universities. So we put this thing together and we had a big cricket match, well orchestrated. The Americans lost, but not by too much. And everyone had a lot of fun; everyone came. When I look back, I think that was probably my greatest contribution. It was the first time the Indians and the Americans had ever communicated at any level. I don't know if it continued. Anyway, that was my experience at IIT.

Peter Fay at that time was working on his book on the Opium War. [*The Opium War, 1840-1842,* Univ. of North Carolina Press (1975)] I started talking to him, "This would be wonderful for you. You love to teach; you love new experiences." At that time, he knew nothing about India and didn't do any work on it. He would just go and teach.

At the crucial meeting, I went and took Don Hudson's place. And they voted Fay down. Why did they vote him down? Because they didn't want Caltech to send a historian; Caltech should send a physicist. But I argued, yelled, and screamed and finally got him through. He went, and you know the rest of it. He got interested and he did his last book. He went there, and he actually stayed there two years.

There was one other guy. My other candidate was Jon Mathews.

COHEN: Now, he is a physicist.

HUTTENBACK: Yes. Jon was there two years, too. Then, of course, he recently expired while sailing around the world. Anyway, those were my two, and that was my deal. And that was all I really had to do with that. But I think it eventually, when it got on its feet, became totally Indianized. And it still exists today. But it's just a good Indian institution. There's no more connection with all the universities.

COHEN: But they did get it started.

HUTTENBACK: Oh, yes. That's exactly what they were supposed to do, and I think they did a very good job. And it's really a very good institution. I've run into students in various other situations who are graduates from there. They've done well and it's well considered.

Meanwhile, I did this book on Gandhi, which I think was really a good book. I have a friend who is a conductor, Bruce Ferden. Philip Glass wrote an opera called *Satyagraha*. And Bruce, who just died of AIDS, was the conductor. I lent him my book. "My God," he said, "you wrote the libretto." I said, "Yeah, you're right, I did." [Laughter] Then I said, "No, I didn't."

Anyway, that book won a prize. It was the best book in British history that year—it came out in the early seventies.

I was very interested in racism and the connection between racism and imperialism. When I saw how the Indians were treated in India by the English and the Dutch, it led me to think, well, let's see what happens to these minorities all over the British Empire. At that time, I wasn't interested in indigenous populations; I was interested in nonwhite immigrants—mainly Indians. So I looked at Canada, South Africa, New Zealand, Australia. And all of them had behaved just terribly. The book was called *Racism and Empire* [Cornell Univ. Press (1976)].

COHEN: And this was looking at Indians in other countries?

HUTTENBACK: Yes. It wasn't only Indians. I had Chinese, Japanese.

COHEN: Did you actually travel to these countries?

HUTTENBACK: I sure did—each one of them. I worked in the archives. And I think you have to do that, otherwise you can't do it.

COHEN: Did you do this during the summer—because you had so much responsibility?

HUTTENBACK: When I was switching jobs, from master of student houses to dean of students, I took a few months off. I used to do Canada just in between; I'd usually do it when I was on the Admissions Committee. I'd flit off for a few days to Ottawa and work in the archives there. In

the case of South Africa, I'd already been there and essentially done that work. So I went, then, for a few weeks to Australia and New Zealand. I went to every archive. So it was a combination of short leaves—because Caltech didn't really give leaves in those days.

It was a good book; it wasn't as good as the Gandhi book, because it didn't focus on one problem. And it was interesting work, because in some places, like Australia, they greatly resented my being there. That's changed now. They didn't want people mucking around in the White Australia policy. In their case, it really wasn't Indians; there were very few Indians there. It was Chinese, Japanese, and Kanakas, which were the South Sea Islanders. And the same thing was true in New Zealand. And they all behaved remarkably badly—though not as badly as they did to the Aborigines.

COHEN: Was this their English influence in these countries? Or do you think it's just human nature to be this way?

HUTTENBACK: No, as a matter of fact, it wasn't English particularly. I mean, the settlers were mostly of English origin, but the reactions to these problems were their own. But let's say, when they put in what was the White Australian policy—which was really the White South Africa policy, because they'd done it first—it said that in order to be admitted to these places, you had to pass an education test. The education test could be given in any language. I remember reading it: "What a wonderful test! If a man knows English, you give him the test in Italian. And if he talks Italian, why not Portuguese?" The British didn't object to that. They took the strictly legalistic view. The original law had said, "The Indians will not be admitted." Well, you can't say that; that's much too offensive to Her Majesty's Indian subjects. So let's just say that no Indian languages were acceptable for the test. Indians couldn't get in. But Yiddish was. And that's why you had quite a large community of mainly Litvaks come to South Africa at the turn of the century. Anyway, I'm digressing.

So I did this book on race and empire, and it covered all the British dominions.

And I did one which was all fun—my collected prejudices—for Harper & Row, which is the most readable, I guess—other than the Gandhi book—which was just called *The British Imperial Experience* [1966]. It was meant for students, and it was all my collected prejudices. And that was the only one that sold any copies. [Laughter]

COHEN: Now, you used this in your teaching?

HUTTENBACK: I did. I didn't assign it to students. I always felt guilty that most of these books cost too much. So I tended to teach with a lot of novels; I used a lot of anthropology. I never used textbooks. And I used to talk about the stuff in my books. But I always felt a little guilty actually asking them to buy the damn things. And I really felt that for teaching there were better vehicles. I particularly liked good novels—both by English and by Indians.

COHEN: And how did you find your students? Were they good about reading?

HUTTENBACK: Yes, the students, I thought, were excellent, if you could arouse their enthusiasm. I'd use books like *Cry the Beloved Country* when I was teaching. And it was very difficult not to be involved. The students, by and large, were excellent.

COHEN: And this was an elective for them?

HUTTENBACK: Yes. And even in the required stuff, they were certainly pretty good. They're bright people, and I think they found some relief from the other stuff they did. I had absolutely no complaints about them. I could always tell the difference between scientists and engineers. There really was a difference—mainly in the way they write. Engineers very rarely have any imaginative flair, or they didn't write lyrically. And some of the scientists wrote very well. They all did fine, but the engineering students were much more inclined to give you right back what you'd given them, with very little digression.

COHEN: Did you demand a lot of writing from them? Did you expect a lot of writing from them?

HUTTENBACK: Yes, I did. And when I went to Santa Barbara as chancellor, I said writing is vitally important. I don't think you can do anything without that. In fact, I'm always afraid a little bit now, with all this emphasis on the computers for children, will they actually know how to read and write? I think that's sort of spooky.

COHEN: So you taught these classes all the while you were doing all these other things?

HUTTENBACK: Oh, yes. When I became division chairman, I did cut it down. I didn't teach as much. I just didn't have the time. And I usually found that it was best for me to teach in the evening. And I used to teach them at home, and I'd feed them. I thought food always helped. I'd do three hours, and we'd break in the middle and have salami, cheese, rye bread, and beer.

I taught even when I was chancellor, which is unusual. I think it's important to teach, and to do research, because although it is a temptation, when you become an administrator, not to do that, it gets you out of touch. You become a different kind of person. And I think that's very bad. When you count the number of professional administrators at Caltech, they were very few. Most people certainly kept their hands in their research, even if they didn't teach. And I imagine that's still true for most.

COHEN: Well, I think that's what people are respected for here, in spite of the fact that they do a lot of lip service to good teaching. [Laughter]

HUTTENBACK: Yes. And the goodies still come from research more than anything else—although there's no excuse for somebody not teaching. They used to give me a hard time at Santa Barbara. And I said, "Well, I'm afraid that's the way it is." You know, we won't promote anyone who doesn't pay attention to his teaching and take it seriously. Not all people are equally good teachers. But there's no reason why anyone can't be an adequate teacher.

COHEN: So you finished up these works, and then you became very involved in setting up the social sciences.

HUTTENBACK: Yes, I did. And my biggest help on that was Lance Davis, really.

COHEN: Did you ever work with Lance?

HUTTENBACK: Oh, sure. We worked on my biggest book together. It must have been around 1970. I was walking with Lance for coffee when I happened to say, "It's a funny thing that no one's ever looked into the economics of imperialism." Did anyone make any money on it? Did

countries prosper from this? He's an economic historian. So that sort of excited him, and we started to do this. We thought we'd do it in a couple of years; it took fifteen years. Incredibly complex? And what came out of it I think was something really important, which we called *Mammon and the Pursuit of Empire: The Political Economy of British Imperialism*. [Cambridge Univ. Press (1986)] I think it's an important book.

COHEN: And when did that book come out?

HUTTENBACK: That came out in 1986.

COHEN: So you were already gone.

HUTTENBACK: Yes. In fact, he used to come up to Santa Barbara, and we'd work on it up there. We had some research assistants, which was a good thing. I could afford them up there; I couldn't afford them down here. [Laughter] One nice thing, the book was done entirely with the help of undergraduates; they were our assistants.

COHEN: Santa Barbara undergraduates?

HUTTENBACK: Yes, and before that, Caltech undergraduates. And that was fine. That was the last book I did.

Lance and I brought a lot of interesting people to the social science program. And we managed to convince the faculty that this was a good thing. I had lunch with everyone on the faculty.

COHEN: To create the social science department?

HUTTENBACK: Yes. Some people hated it. Murray Gell-Mann just hated it.

COHEN: Did he give you a reason?

HUTTENBACK: Yes, he did. He thought it was aping science—because a lot of it was analytical,

it was comparative, highly quantified. I chose that because I thought it made sense at Caltech. That kind of program, which wasn't done anywhere, was important for Caltech. The others are done all over, so there's no point in doing that here. But Murray was quite offended by it, did not like it at all.

COHEN: Did he know any of these people?

HUTTENBACK: No. Some of them even knew mathematics. One of them—Charlie Plott—taught one section of math, because they were short of people. Gell-Mann found that particularly offensive. I think I exacerbated it. Murray asked to teach a course in linguistics, and I wouldn't let him because I thought he wasn't qualified, and he wasn't in a sense. I mean, he liked linguistics, but it really wasn't the right thing to do. But he didn't take kindly to that. He didn't like this kind of approach. He wanted something more subjective.

COHEN: Was there anybody else who was particularly opposed to it that you can think of offhand?

HUTTENBACK: Not offhand. Most people really ended up being quite supportive. The only person who voted against us—there was one vote against it in the faculty meeting—and that was Horace Gilbert, who is in our division. [Laughter]

COHEN: Did he feel he didn't like the same kind of economics?

HUTTENBACK: Well, it was mostly economics. The largest ingredient was microeconomics. And Horace, of course, had no idea what that was.

COHEN: I have a feeling that Alan Sweezy wasn't so enthusiastic.

HUTTENBACK: No, Alan was not, you're right. Not at all. He wasn't the kind of person who'd become antagonistic; he didn't make any trouble. But it wasn't his kind of thing. Alan was a very good macroeconomist. He was interested in things that these guys are not interested in—population. Of course, he at that time had that little thing with [professor of geochemistry]

Harrison Brown—that program, which was a population program. So he was perfectly happy to work on that with Harrison Brown and the guy who went up as professor at Berkeley, John P. Holdren.

COHEN: Did you have anything to do with the art program?

HUTTENBACK: I started the museum, and I appointed David [Smith] the director. [Tape ends]

Begin Tape 2, Side 2

HUTTENBACK: When Norton Simon took over [the Pasadena Art Museum, in 1974], there were all these active, talented ladies. So I said, "Well, hell, we're a little smaller but maybe they'd like to come and work with us." And they said they would. The whole thing was strange; they helped give us money.

COHEN: Where did the money come from?

HUTTENBACK: Money they'd collected and raised which was going to go to the Pasadena Art Museum but now came here.

COHEN: So what was Caltech's contribution—just the space?

HUTTENBACK: Just the space. And we paid for the director. At least we did in the days of David Smith.

COHEN: So you had the gallery [Baxter Art Gallery] before you invited the ladies?

HUTTENBACK: Yes, the ladies were a later development. David did all kinds of outrageous exhibits. They were wonderful, and a lot of fun.

COHEN: You must have been in on the planning of Baxter? Was that space originally planned for a museum space?

HUTTENBACK: Yes, it was. David Smith was the first director. We were trying to get Richard Von Hagen—a trustee, who had given a lot of money to Cal Arts out in Valencia. He was a very uptight sort of guy. And we arranged to meet in the gallery during the midst of one of David's wilder exhibits. And we met in front of a picture of this guy flying around with his member hanging in the breeze. [Laughter] I said, "I don't think this is going to work too well." And it didn't.

Then David, for one reason or another, was not going to do it anymore. So we decided we would go out seriously and, instead of using a faculty member, hire a professional director. I remember the committee was a couple of ladies, and Rodman Paul, and Bob Rosenstone. And there was one marvelous person who I believe was doing the same job at Irvine. And it was quite clear to them that she was without doubt the best person. And in those days, the women would not accept a woman, just would not do it. So we hired somebody not so good, who was a man. And that's as much as I know about it.

If I had been here, I would have gotten the money for the damn thing somehow. I thought it was a great loss. It added something to this institution that isn't there. And just absurd, for the reasons that were given—apparently Mrs. Goldberger didn't like it, I'm told. Anyway, whatever the reason, it was a mistake. So it doesn't exist. Charlie Plott has his empire down there. [Laughter]

COHEN: Wasn't Bob Christy provost at this time?

HUTTENBACK: Yes, probably. Yes, he was the provost the whole time I was here, after Bob Bacher. The closing of the gallery alienated so many people who had been big supporters of the institute. So I was surprised, really.

COHEN: There were other controversial programs going. Languages were there, and then they were out.

HUTTENBACK: That was less a controversy about teaching languages than about its status—I guess that was my fault, too. It was a question of status. It didn't seem to me—and there were a limited number of appointments—that you needed a professor to teach French, let's say. You

could perfectly well get a lecturer to do that and use those vacancies for other things. So as people retired, we didn't appoint tenure track people to teach those courses. Which I still think is the right way to do it. I did the same thing at Santa Barbara, much to the fury of many. And I said, "Look, there are other needs which have to be filled with professors. These don't." So the controversy wasn't about teaching languages; it was more the status of the teachers. And we didn't make appointments in the formal sense. Annette Smith was a special case, because she had been teaching, and she really, as far as I was concerned, had the appropriate credentials. And if she was going to teach, she should be a professor, which she became.

COHEN: What about the people in the English department?

HUTTENBACK: They were very troubled. [Laughter] Frankly, most of them weren't much good. In fact, we had more turn over in English than any other section of the division. And they'd come in from a different tradition. When I was there, we changed the emphasis on what was a good thing. Teaching was a good thing, but research was a good thing, too. We got in a big fight with Bob Christy. When I first came in, there was a guy who was up for tenure. Christy asked what does he do, and I said, "Well, he teaches English." He said, "OK, we'll give him tenure." I said, "Don't you dare! You're making these people second-rate citizens." And so he didn't. And that caused a lot of ill feeling among the English literature people. And they maintained that; it didn't change. I like Kent Clark very much; and he's done good work more recently. "Kent, you're the ideal humanist from the scientist's point of view. You write musical comedies when they get their Nobel Prize." And they think that's a good thing to do. It's not a bad thing to do, but they just didn't do anything. I always felt that the people in the humanities should be judged by the same standards as the rest of the institute—they shouldn't be second-class citizens. So the English literature people suffered mostly. It happened that most of the people in history really were quite productive—with maybe one exception. Bob Rosenstone, Dan Kevles, Peter Fay—actually it was a good group. The English department was the worst group, in that sense. There were a few strange people; Ted Scudder, I think, is absolutely wonderful, but he's a loner. But he has a wonderful time; he does a wonderful job. And I felt that was fine.

We didn't do so well in psychology. It wasn't a big success from the beginning. And we had a lot of troubles in philosophy.

COHEN: And then you went into the philosophy of science—or maybe that was after your time?

HUTTENBACK: No, no, I started that. In fact, the first appointment there was somebody called Alison Ryan—a woman from Rockefeller University. It was a funny thing, though. We hired three philosophers—a guy named Abrams from Yale, Alison Ryan from Rockefeller; and there was a chap still here. And something happened to them while they were taking graduate work. They all ended up hating philosophy. Alison Ryan ran off, went to medical school, became a doctor. Abrams became an investment consultant. [Laughter] We really had a lot of trouble with philosophy. I think they did better in philosophy later.

The funny thing, in those early days, the kids were not interested in the philosophy of science. Max Delbrück was interested in it. He wanted to have more influence than he should have had in what was done in the philosophy department. He was a great man, and one should listen to him, but…

COHEN: So you feel the English problem was never solved here?

HUTTENBACK: I'm not sure it's solved now, from what I hear. And we had a whole string of people who came in. We hired with great care; it didn't work out. One went nuts—literally. One we had to let go—she has a job at Stanford now, Joyce Penn. She did her thesis on Isaac Bashevis Singer, who won the Nobel Prize in Literature. I used to say, "Joyce, you've got a wonderful subject; write something." She didn't. We went through an awful lot of people. But I was really quite insistent on the maintenance of standards, because here there's no excuse for it. Teaching loads are not overbearing. And of course, one of my things was Jenijoy La Belle—which was one of my un-doings, I think. We decided we didn't want to keep her, and as a matter of fact, I thought I was perfectly correct. Look at our situation now.

COHEN: But Oscar Mandel is here, and that's positive.

HUTTENBACK: Oh, yes, I like Oscar. Well, we tried to be fair. What happened with Jenijoy, there was a young man who came up at the same time—Stuart Ende. We should have let them both go. We went through an incredibly complex review procedure. His came out good. But as

it turns out, he wasn't good anyway. But at the time, it was the best we could do. And the trustees had a committee. I had to meet with Lew Wasserman in a little alcove.

I probably would have left anyway. But it was certainly one of the reasons why I left. I felt that there was inappropriate intervention by trustees. And I still think it was inappropriate intervention by trustees—just as I felt with Roger Noll. The trustees establish policy but not personnel decisions.

COHEN: So that takes you to your next job. You left, but you continued to work with Lance Davis.

HUTTENBACK: Yes, I did. When I was chancellor [at Santa Barbara], I used to at least administratively keep some connections. And we were on the point of transforming Santa Barbara. You know who's up there now is Bob Sinsheimer. And they got admitted into the AAU this year. And he was nice enough to write me a note and say, "This only happened because of you." I got the staff that made it possible.