University of California, Santa Cruz

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Louis F. Fackler: Founding Campus Engineer, UC Santa Cruz

Interviewed and Edited by

Irene Reti

Santa Cruz

2013

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Introduction

Forrest Louis (Lou) Fackler was born in 1925 in Seattle, Washington. His family's ancestral roots are in Pennsylvania, Illinois, Iowa, and Colorado. Fackler's family moved from Seattle to Oakland, California in 1926, where he grew up. His father sold refrigerated cases and fixtures to meat markets in the East Bay. His parents were divorced when he was six years old. His mother became a single parent. She worked at a furniture store and later, during the Great Depression, was a secretary at the Works Progress Administration. By his high school years, Fackler was drawn to a career in engineering. After graduating from Oakland Technical High School in 1943, he was selected for the Naval Officers Training Program (V12 & NROTC) and sent to the University of California, Berkeley, where he received his commission as ensign [United States Naval Reserve] in 1946. After serving for a year in the Pacific, he returned to UC Berkeley and graduated with a Bachelor's of Science degree in mechanical engineering in 1948. He continued his navy reserve training, was called back to serve two years in the Korean War, and retired as lieutenant commander, USNR.

Fackler courted Carolyn Sue Ford in 1948 when she was home from college visiting family. The two had originally met at Rockridge United Brethren Church in 1936 when they were both children. In September 1949, they were wed and began what was to become a devoted sixty-year marriage. Carolyn graduated from Otterbein College in Westerville, Ohio in June 1949. They had three daughters: Mary, Becky, and Alyce. Carolyn died in 2009.

Fackler worked for ten years as a project engineer in UC Berkeley's Office of

Architects and Engineers during the postwar boom on that campus. There he met and worked with Jack Wagstaff, who was then campus architect at the University of California, San Francisco. It was Wagstaff and Frank Crouch, university engineer, who encouraged Lou to apply for the position of campus engineer at the new University of California, Santa Cruz (UCSC) campus, which was then only in its planning stages. Intrigued and energized by the opportunity to be in on the planning and building of a brand-new campus, Fackler applied for the job and was interviewed and hired by Founding Chancellor Dean McHenry. He was the campus's eleventh employee and began work in January of 1963.

In 1963, the UCSC campus site was undeveloped ranch land recently acquired from the Cowell family. The only existing structures were rather run-down barns so the first offices of UCSC were housed in extra space at Cabrillo Community College in Aptos. Fackler came down from Berkeley before his family and reported for work on January 2, 1963. In written comments he sent me before the oral history began Fackler described his first day of work:

> Ruth Ford, my mother-in-law, had bought a new car a few years before we moved, so I got her old car as a commute car. It was somewhat old and tired and the heater had given up a while back. On that fateful January day, I left the station wagon for Carolyn and off I went to the new job. I thought they started at 8 a.m., so I planned to be there at 8 a.m. That meant leaving Oakland at 6 a.m. and it was a cold January day. I almost froze to death on the way to the office at Cabrillo College, but I made it by 8 a.m. No one was there. Finally about 9 a.m., Sally Heglund, one of my old pals who also deserted Berkeley for UCSC, showed up. I said, "I thought you started work at 8 a.m. She said, "We do, but not after the New Year's holiday.

This oral history, conducted on October 29, November 5, and November 14, 2012 at Lou Fackler's home in Scotts Valley, California, chronicles Fackler's twenty-

eight years at UCSC. He began as campus engineer, became director of Campus Facilities in August of 1975, and finally retired in October of 1990. At the time of his retirement he had been promoted to associate vice chancellor, facilities/services with multiple responsibilities including: campus physical planning and construction for projects under construction or in the planning stage; operation and maintenance of the campus physical plant; campus transportation and parking; the campus fire department; environmental health and safety; and purchasing and receiving. This oral history details the efforts it took to design and construct the infrastructure and buildings for a new and rather unusual UC campus, and then develop and maintain fire protection, campus housing, transportation, parking and other services over the first few decades of the campus.

One of Fackler's favorite stories about his first month on campus involves a legendary minor accident he had while driving the campus truck (then the only university vehicle) on a dirt road (which no longer exists) informally called Fackler Road after this incident. He provided a colorful account to me in writing:

> "Fackler Road" was never officially recognized by the Regents but for years Chancellor McHenry called it that. The event which caused this naming happened within a month after we moved to Santa Cruz. Our offices were at Cabrillo College but we spent much of our time on the campus planning for new roads, utilities, and buildings. We would drive over to the campus, park near the old Carriage House, and pull out the only university vehicle, a four-wheel drive truck. The chancellor loved to take visiting dignitaries on joy rides on the roads and non-roads on the Cowell land. The Carriage House still had stalls and horses in it. The truck was parked in the center area between the stalls. This is the building which was renovated and where my office was for my first eleven years on the campus.
>
> One sunny winter day I pulled the four-wheel vehicle, as it was affectionately known, out of the Carriage House and up the dirt road to explore where our first permanent road might be built. We needed an all-weather road completed before

construction could begin on the upper campus buildings, which were scheduled to start construction within about twelve months. All went well on the way up, but the problem occurred on the way down. As I went down the dirt road, the front wheel hit a rut in the road, causing the truck to turn into a canyon, and it turned on its side and rested against a tree in the canyon. I climbed out, not hurt but scared to death.

I had to hike about a mile to the old Cowell House (now called Cardiff House) located next to the Carriage House. Mr. and Mrs. Cardiff lived there. He was the Cowell Ranch caretaker and was allowed to live in the house after the university bought the property. They let me use their telephone to call the campus office. I got Barbara Sheriff, the chancellor's administrative assistant. Her reaction was, "Dean McHenry will fire you." No question as to my condition, whether I was hurt or not. I think I believed her and figured I would be fired. My mother was down for a visit and both Carolyn and she told me that I looked white as a ghost when I got home. On the job less than a month, and already I had the University of California president's wife stuck in the mud and the chancellor's beloved four-wheel drive on its side in a canyon. Maybe I was better suited for a big campus where they would not let me near the important people. The reaction of Chancellor McHenry: he was glad I was not hurt and said he was happy that I was the first to put a dent in the four-wheel vehicle and not him. He did not fire me. I am sure Barbara Sheriff thought he should have.

Of the original eleven employees at UCSC, seven were represented at Fackler's retirement party, a video recording of which is available at the UCSC Library's Special Collections Department. At this occasion it was announced that UCSC's Central Heating Plant would be renamed the F. Louis Fackler Cogeneration Plant in his honor. This is one of the few times the University of California has named a major campus building after a nonacademic staff member. In addition to securing private financing for the cogeneration plant, which made it possible to construct and maintain the plant at no cost to the campus, Fackler spearheaded energy and water conservation programs at UCSC from the very early days, placing the campus on the cutting edge of sustainability long before that term became fashionable. As Fackler told me, "I don't know that I considered myself a conservationist. I think I leaned towards being more frugal and cutting down

cost. If that is a conservationist, then I am one." Under Fackler's leadership, total energy consumption at UCSC was reduced by 50 percent.

The interviews were transcribed verbatim. Fackler carefully reviewed the transcript for accuracy and returned it with corrections and a few written footnotes which are incorporated in the volume. I thank him for his generous persistence with the transcript, and all of the thought he brought to this endeavor. Thank you also to Esther Ehrlich for copyediting the final version.

Copies of this volume are on deposit in Special Collections and in the circulating stacks at the UCSC Library, as well as on the library's website. The Regional History Project is supported administratively by Elizabeth Remak-Honnef, Head of Special Collections and Archives, and University Librarian, Virginia Steel.

—Irene Reti

Director, Regional History Project, University Library

University of California, Santa Cruz, February 2013

Early Life and Career

Reti: Today is October 29, 2012 and this is Irene Reti. I'm here with Lou Fackler for our first interview on campus history. I'm in his home in Scotts Valley, California. So Lou, let's start by talking about your decision to become an engineer.

Fackler: Well, it was definitely in high school. I did well in math and science. Somehow I got ahold of some books on what became Hoover Dam. And Hoover, although we're of different political parties, he was a tremendous engineer. So I thought, oh, I'd like to be a civil engineer. And I ended up in the naval program and they put me at the University of California [Berkeley]. I tried to look into getting in the Navy Civil Engineer Corps, but at that point they weren't interested. So they put me first in what they called the V-12, which is regular navy, and then the Naval ROTC [Naval Reserve Officers Training Corps] at Cal [Berkeley]. And with the Naval ROTC I received my commission when I graduated. Mechanical engineering was what naval officers needed to learn.

Reti: Oh, I see.

Fackler: It would have made no difference to my career. I have been what you call an administrator in education, in charge of building and construction and all that. I could have done that as a civil engineer, a mechanical engineer, or an electrical engineer. You'd have to know the subject but it's other things that make it work. I'm glad I became a mechanical engineer and I've been involved in it all

of my life.

UC Berkeley

Reti: Okay, great. You were at UC Berkeley after you graduated from engineering school [and] you participated in this huge expansion, building boom after World War II. It's hard for me to imagine what that time was like because we live in such a different time now.

Fackler: Yes. Well, it comes in cycles but we're definitely in a down cycle now. At that time, Earl Warren, who was governor during the war years, he put together a rainy day fund. Most politicians don't understand what that can mean. So the state was in tremendous budgetary condition when the war ended. They couldn't spend a lot of money during the war so they had a lot of money. And for the University [of California], that was a time for expansion to build more campuses (that was exciting), but also to increase the campuses that we had. And yes, they were building a lot of new buildings at Berkeley. I can't remember too many of them by name. We were also doing renovation and rework of buildings at Berkeley. The Life Sciences Building—are you familiar with the Berkeley campus?

Reti: Somewhat.

Fackler: Well, it's a tremendous building. Since I left they have completely redone the inside, but that's another story. [When] I first came there, Frank Crouch was my boss. He was the campus engineer. He said, "Someday we're going to have to work on the ventilation in this building," because it was built

during the Depression and they had to remove a large amount of money [from the building budget], so instead of putting in a supply and exhaust ventilation system, they just put an exhaust system in. Now, for a laboratory building, you can't build it with fume hoods with just an exhaust system, but they did. It wasn't working. The scientists were getting ill and it just wasn't a modern building. Before I left Berkeley, I was a project engineer on a project to put in a completely new supply system, which it didn't have, plus a new fume hood system that was beefy enough to pull out the air. So that was quite a project. And it was just problem after problem. That's where I learned how to accept problems. (laughs)

Reti: (laughs)

Fackler: Starting out, I did small mechanical designs like air conditioning the hospital surgeries. I got into fume hoods pretty early. I helped design some of the fume hoods they used for a long time. In a laboratory, you have to get the fumes out and you have to have a certain velocity right at the face of the hood to get them to go out instead of coming back in the face of the scientist. I worked on a number of projects like that.

Of course, I enjoyed Berkeley. I went to school there. I actually left just before the Free Speech Movement, which was nice. I wouldn't have gotten involved very directly but I would have gotten involved. Our office was right at Sather Gate and that's where almost everything happened.

Reti: You would have had a front row seat.

Fackler: I had worked for an insurance company, believe it or not, my first two years as an engineer. It was fire protection engineering. And it wasn't a great job for the future. But it was interesting. I'd go around to big industrial plants and that's how you learn a lot, examine them and recommend fire protection systems. And at UCSC [University of California, Santa Cruz], while I worked there we put sprinkler systems in a lot of the buildings. I certainly knew about it and had that background.

But [after] I got out of the navy (I was called back to the navy for two years), I said, I'm an engineer and I should make four hundred dollars a month, at least—you know, at least, four hundred. I was making about two hundred and seventy five dollars at the insurance company and that's all they'd give me to come back. They didn't want me. So I went over to my alma mater and they had a place to check [for] employment. Sure enough there was a job on the campus as an assistant mechanical engineer. I was interviewed by Frank Crouch. Frank became a very good friend. He was my boss for years. And we'll get into how I ended up in Santa Cruz, but he went down to University Hall [later to become] the university engineer for the whole University system, at the Office of the President.

Reti: Oh!

Fackler: And what I really wanted was to become his assistant and work there.

Should I get into talking about UC Santa Cruz from here?

Reti: Yes.

Coming to UC Santa Cruz

Fackler: So you were wondering how I knew about the new campuses. It was through Frank Crouch that I knew UC was planning a new campus in Santa Cruz. I knew it would be a wonderful opportunity just to be in on a new campus of the University of California, plus possible advancement. I certainly got further there than I would have gotten at Berkeley, I believe. But it wasn't that. It just—it just sounded so great.

I used to commute to Berkeley with Frank. He was a man of few words. And all of a sudden he said, "Still interested in Santa Cruz?" I said, "Yes." He said, "You better apply." So that was my signal to apply. This was before the time of employment rules and all that we have now. Jack Wagstaff had been appointed campus architect for UCSC. He was campus architect at UCSF for, I think, fifteen years, or about that. UCSF didn't always have an engineer on their staff, so we'd send somebody from Berkeley over and quite often I'd be over there. So I got to know Jack and enjoyed working with him.

I had become senior engineer at Berkeley. I had started out as an assistant engineer and become senior engineer in ten years, had three children. The move to Santa Cruz was a great opportunity for me. Jack Wagstaff arranged an interview with Dean McHenry. I was the eleventh employee, and Dean definitely checked out everyone coming on board, which was good.[1]

[1] The original UCSC staff who worked in the offices housed at Cabrillo College when Fackler arrived on January 2, 1963 included: Chancellor's Office: Dean McHenry (Chancellor), Barbara Sheriff (Administrative Assistant), Ruth Leighton (Secretary); Physical Planning: John (Jack)

So we came down on a Saturday afternoon and stopped for a hamburger. We usually stopped for a hamburger. The office was at Cabrillo College. They'd moved in there in '62. They'd moved into buildings that Cabrillo wasn't ready to use yet. They had built a lot of science buildings. So they had a building available for at least a year and that's about how long we had it.

I had a great interview. Chancellor McHenry asked Wagstaff why we needed an engineer. I think he just wanted Jack to explain the need. It was more than Wagstaff wanted to handle. We did need somebody [to take on] the infrastructure. We didn't know that word then. We called it "utilities and site development." But that's basically what it was. To take that on as a project you needed an engineer. The campus architect had a lot of things on his mind. McHenry wanted to do everything as inexpensively as possible but he agreed that the new campus needed an engineer.

Reti: Yes.

Fackler: So the interview went well. They hired me.

The Early Years at UCSC

Reti: So when you arrived [did you take] a look at this Cowell Ranch site? Did they take you up there right away and say, "This is where the new campus is going to be?" Did you get a tour of the ranch?

Wagstaff (Campus Architect), Louis Fackler (Campus Engineer), John Hornbeck (Project Architect), Sally Hegland (Administrative Assistant), Dorothy Loudon (Secretary); University Library: Donald T. Clark (University Librarian), Aileen Sanders (Secretary).

Fackler: Not as a tour, I don't think. John Hornback, he was a project architect working for Jack. And that's really all they had as far as architects. [searches for a document]. Well, this was the office when I got there. [hands Reti an organizational chart of the early campus]. As far as the architects were concerned, it was just Jack [Wagstaff] and John Hornback. John took me under his wing. We knew each other at Berkeley, where he had been on the architectural staff. I thought the Berkeley influence was great for the campus, personally.

Reti: Why?

Fackler: I think it's nice if somebody knows how the University of California system works. We all had contacts with the Office of the President. Wagstaff had very good contact while McHenry was up there [working at UC Berkeley for President Clark Kerr]. That's where the money came from. That's where everything came from. We could all work really well on our own level with people like that. It worked out great, I thought.

Okay, so John Hornback took me around. He showed me the campus. This was wintertime. Everything was green. And you ask a little bit [in the topic outline] about people working on the Cowell Ranch. Well, to my recollection, really nobody was working on the Cowell Ranch. Definitely, the Cardiffs were there as caretakers. And there were cows. There was a dairy. They had a lease and the university continued that lease. I know looking out of my office in the early years I'd see the cows out there. So it was all green.

What is now Hagar Drive was a dirt road and that was the only road to the

upper campus. That was the first road that we improved to a regular campus road. We called it the Construction Access Road before it was named for Regent Hagar. Of course we had to have a road just to be able to build the campus. So that was one of the first things we did.

The Regents were meeting at the fellowship hall at the First Congregational Church right below the campus. We were afraid it was going to rain. It had been raining, as it certainly does. So John Hornback and I put signs up at each—well, there were only a few sites—the library was one of the sites, the science building—to show where they would be. Nothing was built. This was to show the Regents where things would go and have the architects make wonderful statements about how beautiful they were going to be when they were finished. We had nothing under construction, I mean, nothing. It was January of 1963 and the campus was to open in the fall of 1965. We didn't have enough time to get it done. And we didn't get it done in time, either.

We had to set up for the Regents and put balloons up at the sites and they took movies just in case they couldn't drive up on the campus, and you couldn't have if it was pouring down rain, which it had been—it was pretty muddy anyway.

Reti: Yes, I would imagine.

Fackler: But they didn't have to do that. It was a beautiful sunny day. [The meeting] was a provisional approval of the Long Range Development Plan. It was really the place they did approve it to come to Santa Cruz, definitely. John Hornback and I took some of the dignitaries' wives on a tour of the campus during the meeting. I had Dr. Kerr's wife, Catherine, and I think I had the

chancellor's wife from Davis—I mean, very important—John knew the place. I didn't at all. It was the first week I had been there, literally. I had to get out and close the gate and Hornback just went on. There were wire gates that you pulled across the roads. They weren't automatic. And then by the time I got in the car there was nobody ahead of me. I didn't know where [John] was. So I took a turn into the Upper Quarry, which is where the amphitheater is now. And was stuck in the mud with all these important people.

Reti: Oh! I can picture that. Were they upset, your passengers?

Fackler: No. They took it very, very nicely. They were just having fun.

Reti: Was it an adventure for them?

Fackler: Yes. Certainly Mrs. Kerr wasn't upset. (laughs) She was the one I was concerned about. What a major faux pas.

Anyway, I appreciated the beauty of the campus. I didn't think a lot about it. But it was certainly different. Of course the vistas of Monterey Bay were tremendous. They're still there if they're not behind a building.

Reti: So what was right around the campus, like at Bay and High Street? What did that area look like?

Fackler: [pause] There wasn't much, really, between the campus and— Well, right where the housing is there at the foot of the campus—none of that was there at all. Bay Street was just a two-lane road that was hopefully going to be improved. It was improved [later]. Western Drive had houses on it. But there

wasn't just much of anything. I'm trying to think—Antonelli's Pond—well, that's all the way down where the [Long] Marine Lab is [now]. So that's quite a bit further out. But they were raising flowers there, like they did at [Antonelli's] Begonia Gardens [in Capitola].

Reti: Yes, I remember that.

Fackler: Yes. But that's kind of what I remember. No, there wasn't much. It was sort of like the fields on the Great Meadow on campus, I would say. The first development right below the campus was called the University Terrace, I think it's still called that. The houses cost $35,000. I told the realtor that was a ridiculous price. You couldn't get that for it. I was wrong.

Reti: Tell me about these slideshows you gave to the community. You joined Toastmasters.

Fackler: Well, John Hornback and I both joined Toastmasters. Oh, there were a lot of young people. Maybe there were twenty-five, thirty people. I was always good at speaking off the cuff. I was always a pretty good speaker. Well, you saw [the video of] my retirement party.

Reti: You were great.

Fackler: I don't really know how we got the idea to do [the slideshows]. But service clubs wanted to know more about the university and they probably approached the chancellor or Jack [Wagstaff]. That's where we started, with service clubs—Kiwanis, Rotary, Lions—anybody that wanted us. We did it in two parts. We had a slide projector. We didn't have PowerPoint. (laughs) If we

had had PowerPoint, it would have been great. Anyway, we had a projector and then the script. One time John would run the projector and I'd do the script. And then we'd trade. And to answer your question about whether I [still] have a copy, no. I had it. And so did John. A beautiful leather folder that was made up by somebody and said "Cowell Ranch" or something like that. And Barbara Sheriff saw that one time in my office and told Dean. Next thing—whoosh, Dean wanted it! I'm talking just about the folder. It was leather and all. It was okay, wasn't ours. We just used it. I think at that point it was kind of near the end of doing this and we just tossed the scripts. I'm sure there are slides somewhere. But they were strictly the schematics and nothing was built.

At one of the meetings I was asked how much money it would cost to build the campus. I'd heard President Kerr say something like four hundred million. So I used that. And there was a reporter at this particular meeting from the *San Jose Mercury* and he picked that up. [shows Reti the newspaper article in his scrapbook].[2] Chancellor McHenry was not happy to see the *San Jose Mercury* article that implied UC was spending a lot of money for UCSC.

Reti: (laughs)

Building a New Campus

Fackler: Okay, let's talk about the infrastructure. [Reading from prepared remarks] "My job was a real challenge and a wonderful opportunity to contribute to the building of a new campus. The bottom line was that it was my

[2] Lou Fackler donated four scrapbooks on UCSC's history to Special Collections.

responsibility to make sure that when the students arrived the lights worked, the toilets flushed, and there would be heat, (gas), as well as a road or two."

Of the utilities listed above, the electric and gas came from PG&E [Pacific Gas and Electric] and telephone Pac[ific] Bell. The water was served from the city and roads from the city and county. Well, why don't we start with what we got from PG&E.

Reti: Sure.

Fackler: Well, first—what we were looking at on the campus was the distribution of conduits to run electric, communications, and telephone wires. In other words, you had to put the conduits in before you could pull the wires. The pulling of the wires was pretty fast. We concentrated then on the central part of the campus, of connecting up the science building, which was Thimann, the first to be ready, down to Central Services, (which is Hahn Student Services now). And, of course, to Cowell College and the Fieldhouse. (But Cowell College wasn't ready.) We didn't have do anything to bring power up to the campus because there was a high voltage line from the bottom of the campus all the way up to the [Upper] Quarry area. This was a source of power until permanent power could be connected to the new campus power distribution system. Later PG&E brought power to the campus where the garden is near Merrill College.

Reti: Yes, what became the Chadwick Garden and started as the Student Garden Project.

Fackler: Yes, well, that's where the main substation was. So PG&E brought

their power up Coolidge Drive when it was being constructed and it went into a new [substation] owned by PG&E. From that point, the campus built conduits and installed wire to service the campus. You know what a conduit is? It's just a pipe, either plastic or fiber. We provided a great number of conduits because fiber optics were not available yet. With fiber optics, the number of communications conduits could have been reduced. But we couldn't do anything like that then. (laughs) We had very, very large manholes. We were given a tough time over how big those manholes were. They might be twice as big as this room.

Reti: So that's what you would have to dig in order to bury these conduits?

Fackler: Yes, we had to dig manholes to construct the conduits with the roads we built on campus joining the buildings I mentioned. But at least when the campus opened we had power up the hill from the temporary overhead. The wires were distributed under the roads to the new buildings.

Now, why did we want to put electrical underground? Because it's Regents policy that all utilities go underground on main campuses of the University of California.

Reti: Why?

Fackler: You know this storm Hurricane Sandy that's coming in?[3]

[3] This session of the oral history was conducted as Hurricane Sandy was approaching New York City. The storm left dozens dead, thousands homeless, and millions without power. It was the largest Atlantic hurricane on record.

Reti: Yeah, okay.

Fackler: That's a good reason. You look at those pictures. You see those power lines. The whole country should have every conduit underground. But the expense. Nobody's going to do it. But the Regents—they say, we're going to do it right. I don't know, maybe some of the old campuses—Berkeley was all underground—there may have been some of the edges of the campuses that weren't, I don't know. But that's the reason.

Reti: Did you run into any geologic challenges with burying all those lines, with the Karst topography?[4]

Fackler: Not to my knowledge, no. Or Indian burials. No. We would have told.

So that's basically electrical.

Now, the gas we got from PG&E. The only roads up to the campus that we had when we opened were Hagar from High Street, Heller from Empire Grade, and Coolidge on the eastern boundary. We built Heller Drive and PG&E brought the gas main up Heller to the central campus. Now, heating—if it's a central plant and central distribution of steam or hot water it's also an infrastructure item. We knew we weren't going to have the heating plant in when the campus opened. We would have to provide separate boilers as heating sources at Central Services, Cowell College, and the Field House. Thimann would be connected to

[4] See the 2005 UCSC LRDP Final Draft Environmental Impact Report: "The southern half of the UC Santa Cruz campus is underlain almost entirely by marble and schist…The extent of the marble on campus can be distinguished on the surface by the development of "Karst topography" a landscape unique to limestone and other highly soluble rocks. Karst topography is characterized by the absence of an integrated surface system and the presence of sinkholes, which form closed depressions." —http://lrdp.ucsc.edu/final-eir.shtml

the heating plant later. Thimann would start life on a boiler that would be installed in a later college. On the heating plant, like everything, decisions were kind of hard to come by.

You picked up an item [in your background research] that I'm glad to talk about. The Campus Planning Committee had people on it in addition to faculty and staff. Admiral Wheelock was on it, a naval admiral. I don't know anything more about him other than his name was Admiral Wheelock, but he brought up the point that it was silly to run pipes all over the campus when sooner or later you're going to have an individual heat source. He explained that an individual heat source for each building would be much more efficient and cost a lot less. Well, that was a good argument. And what it did—it made us rethink this. We had thought (but probably had not thought enough) of running the hot water distribution system all over the campus. It was not cost effective to go out to all the colleges so far away but to confine it just to the central [area], because there are real efficiencies to distributing hot water for heat to buildings if they're near enough to each other. It was agreed on and it was a good compromise. Now, you see, if we hadn't gotten that we wouldn't have a cogeneration plant.

Cogeneration [began] about the time they [invented] electricity. There weren't power companies to begin with. [In] a downtown area [where] they were building big buildings they installed their own power plant building. The power plant would generate power, and steam would be available for heating. It made sense to run what they called district steam systems through the downtown section. San Francisco had steam pipes all through the heart of the city because it was a small area. So that's where cogeneration started. It's not a new concept at

all. I learned about cogeneration at UC Berkeley.

Reti: Okay. And we'll get into the details of the cogeneration plant probably next time.

Fackler: The heating plant didn't come in until about 1967, I think. The heating plant building won all kinds of architectural awards. They loved that building.

Now we talk about gas. That was pretty much all PG&E. So there wasn't too big a deal there.

Reti: Now, who was negotiating all of this with PG&E?

Fackler: I was dealing with PG&E directly. One of my first engineers was Dan Casolari. He graduated from the University of Illinois. He came on early, while we were still at Cabrillo, and he was very helpful with PG&E because he was an electrical engineer. I'm not, but I've had a lot of experience with it. So we were the ones who did it. Hal [Hyde] would come in occasionally when we had to sign the papers.[5]

Water

Now, water and sewer. Water is an interesting one. When the campus was planned here, they were looking at building most of the buildings down in the meadow. You know that?

Reti: Yes.

[5] See Randall Jarrell, editor and interviewer, *Harold A. Hyde: Recollections of Santa Cruz County*, Regional History Project, UCSC Library, 2002. Available in full text at http://library.ucsc.edu/reg-hist/hyde

Fackler: Towards the Carriage House, and not getting up into the forest area. The agreement was written that the city would provide water up to the border of the campus. It was written by a lawyer. Because we were going to be at a higher elevation, pumping systems and storage tanks were necessary to provide water. Wes Webber was the city water director, a great guy and a good friend of Jack's. He knew Jack from Cal. That never hurts either [hands Reti a newspaper clipping]. There you go—"Lou gives City Director Wes Webber a Check for 92,000 Dollars as Campus Architect Looks On." I love that picture. That was the extra cost to the city to provide water at the higher elevation.

The decision to move the campus up into the redwoods was primarily one instigated by Tommy Church. I guess you knew that. He was the landscape architect, landscape consultant.[6]

Reti: I know who he is but I don't really know what went into that decision.

Fackler: Well, he was our consulting landscape architect. And he was a great guy. He said he was a gardener. I mean, he had a tremendous reputation as a landscape architect. We used to meet down at the Santa Cruz Hotel. At that point it was an Italian restaurant.

Reti: I remember that place.

Fackler: And Jack [Wagstaff] was a favorite of Annie's. Annie was the owner

[6] See *Thomas Church: Landscape Architect*, Volumes One and Two, Regional Oral History Office, Bancroft Library, UC Berkeley, 1978. 800 pp. A study of Thomas Dolliver Church (1902-1978), landscape architect, through interviews with colleagues in architecture and landscape architecture, staff, clients and friends, landscape contractors and nurserymen, and with Elizabeth Roberts Church. Available at http://archive.org/stream/landscapearchite01thomrich#page/n13/mode/2up

and made the raviolis upstairs. A great big woman. She'd see Jack and go [sound of bear hug]. Jack was pretty good-sized, too. We'd sit down there with Jim Mahood, an engineer from Kennedy Engineers, whom I'll talk about later; Tommy Church; myself; Jack; and when we finally got a landscape architect on the staff, Harry Tsugawa. A lot of the road and landscape design was decided on napkins at the Santa Cruz Hotel. That was a kick. Jack had a real aversion to poison oak. He got near it; he got it. And that campus had nothing but poison oak! So he had to be really careful. The rest of us were climbing all over the place.

Reti: So you were okay. You didn't get it.

Fackler: Well, I could get it but not that readily.

Okay so to get back to the water. We agreed when Wes and the city brought this up to us that it was going to cost more money to put this up another thousand feet in elevation, or whatever it ended up. So we agreed on ninety-two thousand dollars and we paid it. And they did it. They put a good system in. The campus, after the earthquake in 1989, built a million gallon gravity tank up on the campus that we own. And it's connected. So we do have water. But that was later.

Reti: So I'm a little confused. The original water system that the city agreed to put in, was that just to the base of the campus or was it all the way up?

Fackler: Wes knew that it couldn't be just to the base. So he had a system planned that provided water up to where they thought [the campus] was going to be. But then they moved the campus to a higher elevation; that's where the ninety two thousand dollars came in. Because of the change in campus location,

the permanent water was not connected in time for the campus opening. Hal Hyde has his story [in the Hal Hyde oral history] and I have my story about the temporary service.[7]

Reti: About the tanks?

Fackler: Yes, well, we did have to put some storage tanks up near the science building and some pumping systems so we had pressure at the campus level. There weren't any wells. We got the water from the city and had to pump it up to the tanks at the science building. I was able to scrounge some piping with flange connections so that we did not have to screw things together. I went to another campus and rented it or borrowed it. I got Granite Construction to put it in, to connect, to get the pumps and do the whole thing. I don't remember issuing a purchase order or a contract.

Reti: (laughs)

Fackler: So we had a little meeting in Hal's office with Wayne Ove. Did you know Wayne at all?

Reti: I know his name but—

Fackler: He was the first purchasing officer and ended up being the purchasing officer for the whole university system. Wayne was very unhappy. We hadn't gotten a purchase order. We hadn't done what we should have. We didn't bid it. I said, "You know, Hal. We had everything working when the kids came. Why,

[7] See Hyde oral history, page 84.

we were heroes! Now that you know how we did it, we are bunch of bums." (laughs) Yeah, we were just getting to the point where we didn't care about the niceties!

Reti: I'm sure it was cowboy engineering out here.

Fackler: Yeah, it is kind of what engineers do. So we had water, but we wouldn't have if we had not moved fast. So anyway, that's the full story. And Hal, if he reads it in here he'll understand, I hope.

Sewage Systems

Sewer was the only permanent utility we had when the campus opened. You put sewer in first because sewer has to be lower than everything else. If you don't get the sewer in you're digging up roads forever.

Well, let me digress and talk about Kennedy Engineers. You asked about that company.

Reti: Yes.

Fackler: The firm of Kennedy Engineers was really a tremendous selection for the campus utilities as consulting engineers. Their responsibility was the utilities and site development engineering to design these systems I'm talking about, all the conduit systems, all the roads. Of course we started with roads, but the utilities have to go in them, unless you dig them up afterwards. A lot of engineers do it that way. Jim Mahood was their engineer assigned to UCSC. He was both an electrical and a mechanical engineer. He graduated from Cal,

Berkeley. He was great. Jack Wagstaff said that Jim was a sensitive engineer. That was the highest compliment Jack Wagstaff could give to an engineer. I don't think I ever got that one! (laughs) Jim was a really bright engineer. He had a lot of great ideas.

Jim Mahood came up with the idea of putting a portion of the main sewer above ground down in the canyon (Jordan Gulch). There was a railroad bed there. There wasn't much in the way of track, I don't think.[8] They probably had taken it away as salvage. So they suggested that and it was agreed to. It saved a lot of money [using the gulch] instead of having to dig [a sewage trench]. I wanted a sewer meter for the campus. Because normally when the city provides water they charge you for sewer on the percentage of water you use. And I thought that would undoubtedly make it cost more because we weren't going to use a lot of water. I knew that.

Reti: You didn't have much population.

Fackler: Right, and we were going to conserve.

Reti: So, from the beginning you were thinking in terms of water conservation.

Fackler: Yeah.

Reti: That's kind of remarkable for 1963.

Fackler: Well, I didn't like to waste things. Why waste it? I thought a lot about the energy situation in those early years, too, and did some things about it that

[8] Fackler is referring to track left from the Cowell Ranch mining operations—Editor.

were really helpful towards conservation.

Reti: Okay, we should talk about that later, too.

Fackler: Okay. So sewer was in. Now, Bill Fieberling was the city engineer. He also went to Cal and I knew his wife at Cal. Small world, you know. He wanted the sewer right down at the corner of Western Drive and Empire Grade.

Reti: Yes.

Fackler: He wanted to go into Western. And I wanted to go into Bay. I wanted my sewer to go that way. (laughs)

Reti: Why did you want to go that way?

Fackler: Well, because it made more sense for the campus to go straight down the hill and have the meter right there than to try to veer over. And fortunately, Bill had an engineering office do a study on it. And they said it should go where I had suggested.

Reti: And was that Kennedy Engineers that did the study?

Fackler: No, no. That was somebody they got. That was a city responsibility, not ours. They wouldn't trust ours.

Reti: Let me just ask you—how did you find Kennedy Engineers?

Fackler: Well, I didn't. They had signed a contract before I came on board. But I think the Kennedy brothers both went to Cal.

Reti: So are they a Berkeley outfit or were they down here?

Fackler: Oh, no. They were in San Francisco.

Reti: There's a long, handwritten report from them in the archive. Pages and pages on the campus. I'll bring it for you next time.[9]

Fackler: I'd like to see it.

Reti: I was amazed. Somebody just painstakingly wrote out—

Fackler: Well, I got all of their as-built drawings. They wanted to charge us for them for years. When engineers do drawings they become their property and we get copies. But I wanted the originals. They call them "as-builts" because theoretically somebody has gone down and made the changes to how they were really built. That's kind of theoretical. But we had really good as-builts. That's one of the things I was after, too. But one person can't police the whole thing. So finally Kennedy Engineers gave us all of them for nothing.

Reti: So we've got the water, the sewage, which is going down Jordan Gulch and out by Bay Street. What else?

Fackler: Well, telephone [service] was pretty straightforward. My recollection was it came from Empire Grade. And in those days the system belonged to the telephone company. No more. We own our own system now. But it was Pac Bell. We put the conduits in. We had quite a few conduits coming up Heller there. I'm sure of that. But that was not much of a hassle.

[9] UCSC Physical Planning Archive available at UCSC Library's Special Collections Department.

We ought to talk about the roads, I suppose.

Reti: Yes, the roads are important.

Road Construction

Fackler: Well, first, I'll just mention briefly what roads we had to have by the time the campus opened; that would include the construction access road [showing Reti the Long Range Development Plan map of UCSC], which is Hagar Drive, right up to the middle of the campus. Also included would be Heller Drive from Empire Grade, and the Eastern Peripheral Road, which became Coolidge Drive. Coolidge Drive was the county's responsibility. Actually, it was supposed to go across the highest upper campus and into Empire Grade. But we never got that, and never will, I don't believe. But that's why they called it a peripheral road.

Reti: And what is your sense of why they didn't want to build that road across to Empire Grade?

Fackler: They didn't want to pay for it.

Reti: The county.

Fackler: Yes. They didn't want to pay for anything they didn't have to pay for.

Reti: It wasn't that there was a political battle. I know there have been a lot of battles about roads to campus.

Fackler: It just never got there.

Reti: Okay. It was just financial.

Fackler: Another aside. I would call the county director of public works quite often, Warren Harrison. And sometimes I'd get Vince Locatelli. Vince Locatelli was a supervisor. He had a hands-on [approach] at the public works department. He was there all the time. He often answered the phone and we got into a little conversation about some of these roads. On one call he said, "Ah! All that stuff we signed. Those were the honeymoon papers! Those don't mean anything." That was entirely unofficial, but that's what the man said. That was his feeling for sure. Now, whether the other supervisors had the same feeling, I don't know. But I was kind of interested to get him on the phone. I didn't expect to get someone who was on the board of supervisors.

There was a big battle between Jack Wagstaff and Warren Harrison, who wanted to build the peripheral road where we wanted to build the colleges, especially Stevenson. Well, it made more sense to him, being an engineer and knowing how to build roads, to build it at the easier place than right at the edge of the cliff where you had to do a lot of fill and retaining walls and everything.

Reti: Is that why Coolidge Drive takes that really big, sharp turn, because they had to put the road down there at the edge?

Fackler: Yeah.

Reti: Okay.

Fackler: And we finally won that. Jack won that one all right. But I remember he was very stubborn, Harrison. If they don't agree with us, they're stubborn.

(laughs)

Now, the other road the county was to build was the Eastern Access Road, and there's not much sense in talking too much about that. The Eastern Access Road was needed to connect the campus with Highway 17. We had lots of meetings about it. I even think the county did an engineering study to see how they'd bring it across the Pogonip. The county agreed to build that road. Hal Hyde mentions things like state highways in his oral history. Coolidge isn't a state highway but is named after State Assemblyman Glenn Coolidge. It is a county highway. There was a beach loop proposed as part of an extension of the freeway. Did you ever hear of that?

Reti: I want to know more about that. I just saw a few mentions of the possible route for Highway One coming through there.

Fackler: Yes, I think that was what Hal Hyde was talking about [in his oral history]. Of course, that would definitely have been Cal Trans. It had to be. Well, I thought it was a good idea. A lot of people didn't.

Reti: You thought it was a good idea to bring the freeway up there.

Fackler: Well, what they were going to do was bring a loop through the beach area, so you could get to the beach area by freeway. But then the other road would come over, a lot like our Eastern Access highway would be routed across the Pogonip. It would have wiped out the Cardiff House and then continued to where Mission [Street] is. Well, can you imagine how the traffic would be improved. And it would have given us our Eastern Access. Chancellor McHenry

didn't like it because he didn't want to take the Cardiff House out! Well, he was the chancellor. And it never got funded by the state. I really don't know how it ended, except it didn't get there. But to me that would have been a solution for a lot of the traffic problems. But again, they're freeways. Some people don't like freeways. I'm not real wild about them either. But it would have done the job.

Reti: Well, that was a time of tremendous expansion of the freeway system in California, the early 1960s.

Fackler: Oh, yeah. And there was probably money to put it in, you know.

Reti: That was the period.

Fackler: Yeah. So. But we missed our opportunities.

Well, the only other road I can think of is Bay Street. Bay Street was a city responsibility. I think the Long Range Development Plan had delusions of grandeur with six lanes. But definitely, it was to be a divided highway from the campus to Mission Street, not just to Escalona Drive. But of course the city found out that it would cost more money and it was more difficult with houses there. They'd have to be removed. So they just built it to Escalona.

Reti: Because they would have had to pay due compensation to all of those people.

Fackler: Have to buy the right away. Yes, they would. And also, I said "delusions of grandeur." The LRDP had Empire Grade four lanes going all the way up to Cave Gulch, the place where people have ranches or farms. Well, that

was shown on the first long range plans as a commercial area with stores [shows Reti the map]— There was no commitment of the city or county to improve and expand Empire Grade.

Reti: Oh, I see. We're now looking at the original Long Range Development Plan for the campus, from 1963, which is in beautiful condition.

Fackler: Well, I haven't been referring to them daily. (laughs)

Reti: I know (laughs), but I've seen some pretty beat up versions of these.

Fackler: [Points out Cave Gulch on the map] You see what I mean.

Reti: Yeah.

Fackler: And this is Western Drive. And Western was supposed to get expanded into a big highway, too. See how it was going to be bigger?

Reti: So there were going to be six lanes going all the way down—

Fackler: [opens up Preliminary LRDP Map]

Reti: There's Cave Gulch up on Empire Grade. So I see the whole North Campus was planned to be solidly built up with colleges. What's this big interchange here at the base of campus?

Fackler: They didn't build it.

Reti: Okay.

Fackler: It took them a long time to get a stop light at the intersection of Hagar

and Glenn Coolidge Drive.

Reti: Yes, years.

So these roads, most of them don't have any sidewalks or bike lanes. Was there any thought as to the students who were going to be walking along these roads and what might happen?

Fackler: No, probably not as much as there should have been. Most campuses, even Berkeley, don't have very many sidewalks. I think they had the idea of building paths more directly between the buildings through the redwood areas.

Reti: Right. We have all these beautiful pedestrian paths.

Fackler: You know, probably there wasn't as much thought given to that as there should have been.

Reti: Because I know that this is something that current planning staff are dealing with, some of this lack of pedestrian access, and putting in bike paths.

Fackler: Bike paths can be very difficult and also very expensive. If you're going to go to the cost of building a road—if you start putting in a bike path it doesn't double the cost but it probably adds about another 50 percent to the cost. Not that they're not great and do a job, but dollars are always a big thing in what we do. I don't have a good answer for you.

Reti: Do you want say anything about the pedestrian paths—when were those constructed and how were they laid out, the first ones at least?

Fackler: Well, we put a bridge across to Central Services (now Hahn) to the road up to the Field House, which happens to be right by "Fackler Road." That was one of the first pedestrian bridges. Kresge came along a little bit later and we put those pedestrian paths across there. A pedestrian path becomes really expensive when pedestrian bridges are needed.

Reti: So you have this topography of these ravines that cross campus and make it very difficult and expensive to put these paths in, roads too, I would imagine, because of the bridges.

Fackler: Yes. Well, you know where they built the Student Center [now the ARC Center]—which didn't really serve as a student center because it wasn't where it should have been, but that's neither here nor there—they had an idea of a pedestrian path from there all the way across to Hagar. I don't think they've ever built that, have they?

Reti: No, Frank Zwart talked about that in his interview. It never happened.[10]

Fackler: And there was Meyer Drive. You know where the Recital Music Hall is. Well, according to the plans we would have to build the road across the meadow.

Reti: That's the Meyer Drive Extension that was so controversial in the 1980s.

Fackler: Well, we had money to build a northern road, which would have gone

[10] See Irene Reti, editor and interviewer, *Growth and Stewardship: Frank Zwart's Four Decades at UC Santa Cruz*, Regional History Project, UCSC Library, 2011. Available in full text at http://library.ucsc.edu/reg-hist/ucsc/growth-and-stewardship-frank-zwarts-four-decades-at-uc-santa-cruz

up past Kresge on that side and up and around. I was all for building it. We had the money! But the powers that be decided, no, they'd just turn the money back to the state, or the University; that's what they did. It was probably the right thing to do, I don't know. I would have had a road. (laughs) Maybe.

Where do you want to go from here?

Building the Trailers for the Pioneering UCSC Class

Reti: Well, shall we talk about housing and the trailers?

Fackler: Sure. Why not?

Okay, well, let's frame it in the idea of getting the campus ready for students. We thought, planned, hoped we would have Science I (Thimann), which we did; Central Services (now Hahn Student Services), which we did; and Cowell College, which we didn't. And, of course, the Field House. Well, we bid Cowell about the same time we bid the others. It would have been fairly early '64. We received the bids. There was one bid that was way below the others. It was by Jasper Construction. Of course, it was within budget, obviously. But the others were way out of the budget. So Mr. Jasper immediately—we knew him, he was a local contractor—informed us that he'd forgotten to put Granite Construction's site development bid in. That's why his bid was so much lower. I went down to his office personally and spent a lot of time going over the books and over the bids. And it was true. He didn't get it in. It was an oversight. But you can't try to force a contractor to build something way under what you know it's going to cost to build or you're going to have lawsuits.

Reti: It comes with the territory. Isn't that just the nature of the beast?

Fackler: Yeah. Well, the project had to be redesigned. That's always anguish. That's probably one of the worst things that can happen because it means you've got to start cutting items to reduce costs. It goes against everything that you really had hoped for—a new campus with good quality construction, you know? So it was very obvious we weren't going to have Cowell College finished by the time school started. So we had plenty of time to plan. (laughs)

Reti: Well, how was that moment? Were people—were heads rolling around, or—

Fackler: Well, who do you fire? No. We were always a friendly bunch. We never blamed each other for anything. (laughs)

Reti: Good.

Fackler: Nobody had any control over that. Well, okay, the cost estimator—the architect has to hire a cost estimator. We pay for it. And the cost estimator missed it. I mean, he should have been able to tell us, "This is going to be way over your budget. You better start doing something to redesign it." If you get it at that stage you haven't put it out to bid yet and maybe you can make some changes to reduce costs.

Reti: I was just wondering about the climate you were working in?

Fackler: I think we usually took these as challenges, not as something to beat our heads about, or complain. Hal [Hyde] showed that attitude, too, in what he

said about these things [in his oral history].

The architect redesigned Cowell College to bring it within budget. Reducing costs often came out of the engineering [budget]. The architects loved their part and they were the ones who were running the show, with a little opposition from me. The problem was to plan for housing and feeding of five hundred students. Business manager Ed Krider, assistant business manager Jerry Walters, Jack Wagstaff, and I worked on a plan to provide for the students. The Field House would be complete and it was surrounded by land that would become our athletic field. The Field House would be the dining commons as well as a student gathering place and large lecture hall. A temporary kitchen would be provided next to the Field House. The campus would rent sixty-four dormitory trailers, housing eight students each and locate them on the future athletic field.

The configuration of the trailers was left to Jim Mahood and me to figure out. The most expensive part of the project, as always, was providing the utility connections (sewer, water, gas, electrical, and communications) to each trailer. Jim and I came up with a plan to install eight utility hubs and locate eight trailers at each hub. This was an efficient design with the least expense for a temporary installation.

Granite Construction was our contractor. They were an excellent contractor and did an awful lot of work for us. They would get things right but not always the first time. So I realized—I got up there and started looking at where the utilities were going in. Well, our drawings were right to the inch, where every utility was. It had to be to make everything work. Granite's superintendent didn't

notice that. He said, "Oh, it's in a mobile home park. What the heck! It doesn't matter."

Reti: Oh no!

Fackler: The superintendent I worked with at Granite agreed that they didn't follow the plans. So we got them and they did it right. Those little things happened. But they were the kind of contractor that didn't argue. If they were wrong they did it. They were good. They probably saved us a lot of money over the years because they were close and could do the work. We had one superintendent who did almost all of the jobs up there.

But we got those trailers in. Those were pretty successful. I think the students had the feeling that they were kind of pioneers. The Field House made a pretty good assembly hall, not to mention kitchen and eating area. And Science I worked. So we were okay. We had the campus open.

I remember coming up on the day it opened. Jasper Rose was out welcoming people. Everything just seemed to work like clockwork, once things got going.

Reti: Did you have much contact with students in those days?

Fackler: Not a whole lot. When the students became more active, especially in [protesting the] cutting down of trees, things like that, and buildings planned where they didn't want them, they ended up on some of our committees. You know that Lan Dyson had the Campus Lands Management Advisory Committee

during that period.[11] He did a great job. I was on it, of course. I was staff to it. And during that period with Ken Norris in the lead and others, Jim Pepper—they developed this natural area of the campus, which became a part of the long range plan. It was a good plan. And we worked and worked at it. There was one student who got there and the first thing he said to me was, "You're going to be awfully sorry to meet me because you're going to have a lot of problems." And he was right. (laughs) Yeah, we worked with students. In fact, on the Long Marine Lab, Jim Pepper, who was an academic, did the environmental impact report instead of putting it out to outside consultants, and he had almost all students, graduate students, work with him on that.[12] And I worked with all of them on that. We weren't working with students all the time, but occasionally. They were fine, usually fairly sensible.

Early Campus Social Climate

Reti: So I read something about how in the early days there were picnics at Cowell and the faculty and staff would be there, you and Carolyn [Fackler] would be there.

Fackler: Yes, Hal Hyde mentioned the picnics [in his oral history]. They were more than annual. Well, Dean decided, and it was good idea, that he would invite people, usually from the Office of the President, who he wanted to get acquainted with the campus. Yes, we did get acquainted with faculty at the

[11] See Irene Reti, editor and interviewer, *Allan J. Dyson: Managing the UCSC Library, 1979-2003* (Regional History Project, UCSC Library, 2006). Available in full text at http://library.ucsc.edu/reg-hist/dyson.
[12] See Randall Jarrell and Irene Reti, editors, *Jim Pepper: The Evolution of Environmental Studies at UC Santa Cruz,* (Regional History Project, UCSC Library, 2007). Available in full text at http://library.ucsc.edu/reg-hist/pepper

picnics. We had three little girls and we went to every picnic. The kids enjoyed them and so did we. Well, you saw some of the pictures. I saw in one of my scrapbooks mention of the fifth annual picnic. That could have been the last one. So there was quite a while when we were doing it. They were in the springtime and the weather was usually nice. It was fun. Just spread a blanket out, bring a picnic. And then Dean and John [Hornback] and I would take groups around the campus and explain everything to them. By then we'd gotten rid of those gates.

Reti: The cattle gates?

Fackler: Yes, because they weren't running cattle up that high on the campus after we got going with construction. There were still cows in the meadow area.

Reti: Okay, so should we talk about Dean McHenry and Jack Wagstaff?

Fackler: Well, in the early days there were very few faculty here. The McHenrys leased a home in Pasatiempo, where we lived. They had a lot of parties; the few faculty members had parties, and Carolyn and I were almost always included. We had parties, too. We wouldn't have been [included] at Berkeley at this level, ever. So yes, we really were doing well for a long time. One time I went to some kind of an affair and the governor was there, Pete Wilson. I was representing UCSC. Low-level people like me could represent [the campus]. Socially, it was great. We really enjoyed that part of the job. We were very fortunate to buy a home in what was called Pasatiempo Oakes, but is a part of Pasatiempo, and later on I was chairman of the Pasatiempo Homeowners Association.

We were at every picnic. We knew almost all the faculty members. [University Librarian] Don Clark's daughter borrowed my projector one time. I remember that. He was a great guy. He never let me forget about [crashing the truck on] Fackler Road, he brought it up every time. (laughs) He was getting into digital indexing at that time for your library.

Reti: He was really a visionary when it came to automation and lots of things.

Fackler: Well, we were here at a time in Santa Cruz when we could enjoy that kind of fellowship with faculty and staff. And really, no departments. If you wanted something done you knew the people well and could give them a call. I came from Berkeley, where it was heavily departmentalized, heavily turfed. I didn't get involved in that too much, but I could see that it was there. Santa Cruz was entirely different.

Reti: Santa Cruz was also a very different kind of campus in terms of its educational philosophy. Was that something you were interested in, or had much to do with? Did you feel like you'd signed up for the mission of this new institution?

Fackler: Well, I was very interested in it. And I certainly understood it, because I used to give the slideshows. (laughs)

Reti: Of course.

Fackler: I took one of the Regents, I couldn't tell you who he was now, around the campus and explained to him what a college was at Santa Cruz as opposed to a college at Berkeley, where you have a college of engineering and all. He said,

"You know, I've been on the board quite a while and you're the first person to ever explain what they're doing down here at Santa Cruz!" (laughs)

Reti: Good for you.

Fackler: But no, I had nothing to do with [creating the vision]. I accepted what Dean McHenry wanted to do. It was a big concern on the part of the Regents and everybody that campus development might cost a lot more. But I'm not really one to talk about the academic area.

One thing I know about cost is that when you project a cost for building a campus, nobody ever checks to see what it ending up costing. So that's kind of good. And I think—you've heard of spinning things?

Reti: Yes.

Fackler: Politicians aren't the only ones that do it. We had to try hard to convince people that we weren't going to cost more. I have no idea whether we did or not. I have no idea how you would compare. You could take [UC] Irvine, which had more facilities than we did. Of course, they had Dan Aldrich, Sr. Did you ever meet Dan Aldrich?

Reti: No.

Fackler: He was really a go-getter. I knew him at Berkeley. He was a department head. And one day he called me up about a construction project and said, "Well, you have to be ready for that taxpayer's kiss!" His son was Dan Aldrich, Jr. You knew him?

Reti: Yes, I met him.

Fackler: Well, I was very interested in the academic area, always, because I was there and I saw what was going on.

There was a real transition when McHenry retired. When McHenry retired, other people left, too. Hal [Hyde] didn't get along well with Chancellor Mark Christensen. And Wagstaff wasn't satisfied with what they were doing. He resigned. I was fortunate enough to get the position that was called director of facilities, which combined the Physical Plant, which was Buildings and Grounds, Maintenance and Operations, with the Physical Planning and Construction building program. When I started out as director of facilities there I don't think we had one major capital program in effect. The budget was really at a low period. I will get into that [next interview]. But to me that's where things divide, is when McHenry left and Christensen became chancellor and I was promoted. Then I had a lot more responsibility, of course.

Reti: Let's back up and talk about McHenry himself. Tell me what it was like to work with Dean McHenry in the early years.

Fackler: Well, you have to consider my position. I didn't work as directly with him as Jack Wagstaff did, which is proper. Any contact I did have with him, I found him to be very gracious, very understanding. He would listen. A great guy to work for. But again, I don't want to make it sound like I was his right hand man. I certainly wasn't. I got him to speak at Kiwanis quite a bit. He was an honorary member. I did quite a bit within the community. United Fund. A lot of different organizations. And that helped with my promotion, actually.

Town-Gown Relations

Reti: What was your sense from being in the community in those years—what was the attitude towards UCSC?

Fackler: I think that unfortunately the whole Free Speech Movement at Berkeley had an affect on us. The community started to see a couple of things. We weren't going to have a football team. Now, I don't know where they got the idea we might, but people like football teams. We weren't going to be a rah-rah college, like maybe Berkeley was at one time. Student demonstrations turned a lot of local people against us. And then gradually both faculty and instructors and students were able to get positions on the city council. Now, this probably didn't happen too soon, so maybe I'm jumping ahead, but I think gradually the expectations of what the campus would do kind of eroded, and what did happen—I mean, it's wonderful the cultural advantages that a university town gives you, and Santa Cruz certainly does that.

Reti: Absolutely.

Fackler: UC Santa Cruz has become one of the outstanding research institutions. But I don't think it would have been if McHenry had stayed on, because that wasn't his vision. That was [Chancellor Robert] Sinsheimer's vision.

Reti: So when you were going out in the early days and giving talks at various clubs what was the attitude toward the campus then?

Fackler: Oh, it was very encouraging then. Everybody loved us. The realtors saw nothing but profits. Everybody was going to be wealthy and the area was

going to develop. Santa Cruz was not antidevelopment until the university got a hold on some of the city council [seats] and things like that. I had a good friend, he's a realtor here in town. He was my next-door neighbor for forty years and is one of our best friends. [His wife] was on the UC alumni board. And they're both loyal blues [UC Berkeley fans]. He has always held a good attitude towards the university. He worked with it. But he's had this feeling that it's too liberal, too much nonsense, too much basket weaving. That's just my opinion.

But I think it gradually turned. Universities all over the country were becoming more liberal, I believe.

Reti: At that time.

Fackler: More student activism. One thing that Hal Hyde pointed out [in his oral history], which is an interesting thing, that apparently until people got the vote at age eighteen, the campus had a real responsibility for their living conditions and everything else until they were twenty-one.

Reti: In loco parentis.

Fackler: And that changed during that same period. I don't know exactly when, but it was about the time we came here, or a little bit after. Well, I know my daughter became an instant adult at eighteen. She couldn't support herself. That was the only drawback. (laughs)

Reti: (laughs) Right.

Jack Wagstaff

So what about Jack Wagstaff, what was he like?

Fackler: Well, his main job was to work with consulting architects and get the best product you could. He had a small staff of project architects working for him so he didn't have to do it all himself. [He was also highly] involved with the planning, the long range development planning, and all of that. They had a selection process in the early days for executive architects. It wasn't a bidding process like it is more today. It isn't quite bidding today but it's more open today, a lot more open. He turned a lot of the administrative work over to me in the office. I was sort of his right hand on business, administrative budgets, and construction budgets. He didn't get too involved in those until we were way over budget (laughs), in which case he got very involved. But I don't think I ever saw the man angry. He was just very calm and cool. He believed more in discussing things and working through problems than screaming about them, which is always good. I don't have a lot more to tell you. I worked with him for about fifteen years, I guess. We had a very good relationship.

Reti: So he was here until McHenry's retirement.

Fackler: Yes. Well, what happened? I'm not even sure I know exactly what happened—McHenry retired; Hal Hyde resigned and left; and Elizabeth Penaat—did you ever meet Elizabeth?

Reti: I did not meet her personally.

Fackler: She became vice chancellor. She was Hal Hyde's administrative

assistant. And she was my boss for a number of years.

Reti: I saw her in the video of your retirement party.[13]

Fackler: Yes, she talked about Crown College. Boy, that's a horse of another color. Well, anyway, it was determined, by Elizabeth and [Chancellor] Christensen that they didn't really need a campus architect and a physical plant director, that they could combine them. So that kind of moved Jack aside, you see.

Reti: Yes.

Fackler: So they made a new department, Campus Facilities, that's what we called it finally, which did exactly that, which was [economical] for that time, I guess. I didn't even hire anybody as campus architect for several years after I got the job.

Reti: Nothing was being built.

Fackler: That's exactly right. I had project architects. Jack could have stayed on as a consultant to the chancellor on planning and that sort of thing. He said no to that. I don't know who pulled the rug. But it was done. I benefitted from it but I didn't like it. I don't know whether he got a good deal or a bad deal, I honestly don't. And we were the best of friends. I was a friend of his wife's for years [after Jack died]. He never had any bad feelings about it, never expressed anything to me.

[13] See "Lou Fackler's Retirement Dinner," videorecording available at UCSC Library Special Collections Department.

Reti: The initial stage of the campus's planning and construction was complete and it was in this hiatus period before the growth of the mid-1980s.

Fackler: That's right.

Reti: I understand. Well, maybe that's a good stopping point for today.

Energy Conservation

Reti: Today is November, 5, 2012. This is Irene Reti and I'm here for my second interview with Lou Fackler. We're still in the early period of the campus's construction and design and we're going to start out by talking about energy conservation during that period.

Fackler: Campus buildings, especially science buildings, used a lot of energy for heating, ventilating, and lighting. There were regular time clocks to control times of operation. You could set them but then daylight savings time came and other reasons came to change the time. Physical Plant finally stopped setting them and the systems ran all of the time. Thimann Labs, Natural Sciences II, Cowell College, Central Services, Stevenson College, and possibly the library were on line. Heating, ventilation, and lighting were operating twenty-four hours a day. I thought that really wasn't the way to run a railroad since there were automatic control systems that could control these systems from a central location. The central heating plant was completed and conduits ran to every building on campus.

The old-time method of monitoring and controlling building systems for most maintenance engineers was that a mechanic would have to check the mechanical

room of each building on a monthly basis to be sure everything was operating properly. The central control system had just become available. It was an electronic system where by you could monitor and control building heating, ventilating and lighting systems from a central location. Monitoring scientific equipment was also a very important function for research buildings. A central control system would reduce staffing costs and energy costs and save long-term experiments. I believed a central control system would be a good investment for the Santa Cruz campus. I was campus engineer and Don Gilstrap was physical plan administrator. We both worked for Hal Hyde. So I talked to Don and he thought it was a good idea.

We both went to Hal and Hal checked out if people would put up with having their systems controlled [centrally] or not. The campus was really into conservation. They went along with it. So I obtained the money to put in the central control system. These systems were very rudimentary at that time, nothing like they are now. They actually have them on the Internet now. Central systems were installed. From the Fackler Cogeneration Plant every building on campus can be monitored and controlled.

I'm happy to say that I met [recently] with Steve Paul, current UCSC campus engineer, who was kind enough to invite me for lunch. I learned that the central control system is a part of the campus infrastructure and as new buildings are constructed they are connected to the central control system and it is upgraded as needed. And they have really brought that up to a point where it's doing great because they've kept it up, continued. Some of the campuses stopped their

energy conservation work as soon as the energy crisis [of the 1970s] was over. But this was earlier. We didn't have a crisis yet. I just felt it was ridiculous to put all this money down the drain. So we went to this system. And it also has helped us very much in staffing, because as I said, we don't have to have a big staff of people. Jim Hagler, who was my Physical Plant superintendent and took over as Physical Plant administrator was also an advocate of the system. When we first put in the central control system, our campus heating plant engineer was completely opposed to it. It was a learning curve for him. But gradually he accepted it and understood what it could do. I believe I made a greater contribution in cost savings and energy savings to the campus with the central control system than I did with the cogeneration plant.

Reti: Yes.

Fackler: The control system goes to the colleges, even though the central heating plant doesn't provide heat to the colleges, through heating systems central areas and classrooms are controlled. When Jim Hagler started we provided a maintenance person at each college paid for by the college. Jim discontinued having a person for each college. Of course the college bursars weren't too wild about that but it cost them less money as we controlled heating and lighting from the central plant.

Reti: That was very prescient and cutting edge.

Fackler: Yes. And we built on that. That's what helped us save energy as we got into the seventies when we had an energy crisis. You may not remember that.

Reti: Oh, I remember it, the lines around the block for gas.

Fackler: Yes.

Reti: So, you briefly mentioned air conditioning. Was there a decision not to have air conditioning on campus?

Fackler: Yes. The Regents' policy was not to provide air conditioning, especially in Northern California, where the climate is mild. But of course the exception was where there were laboratories and a lot of heat-producing equipment. So we did gradually provide air conditioning in more buildings as time went on. But that was one way we could save energy too, by not having air conditioning.

Reti: Were there people on campus who wanted the buildings to be air conditioned? Was there controversy about that decision in the early days?

Fackler: Not in the early days at all, no. No. There may have been as time went on. Older buildings that were laboratories, like [when] Applied Sciences became Baskin Engineering I'm sure they had to add air conditioning because it wasn't sufficiently air conditioned for what they're using it for now.

Reti: Did you consider yourself a conservationist?

Fackler: I don't know that I considered myself a conservationist. I think I leaned towards being more frugal and cutting down cost. If that is a conservationist, then I am one. In the seventies, the university could hardly pay its utility bills and, of course, our department was the one that had to pay the

utilities. And so that was the only way to life, was to cut down the use of energy and not have such high utility bills.

Reti: Were there efforts to raise the consciousness of—and we're talking about a little bit later now—but did you ask the students to save energy by turning off the lights and that kind of stuff?

Fackler: Oh, yes. Students at Santa Cruz—well, recycling, that's not exactly the same thing, but they really led the charge in that. And they understood conservation, electricity and water conservation—we'll get into that later, which I consider also a part of energy conservation. It takes a lot of energy to get water up to that campus. You have to pump it up there.

Reti: Oh, I see what you're saying. Yes.

Fire Protection

Should we move on to fire protection, Lou? It's an important subject that we haven't talked about yet.

Fackler: Certainly. I checked out what Hal [Hyde] said [in his oral history] because I wasn't too sure how it all happened. The city agreed to provide fire protection for the campus. But they were a long ways away and it took them quite a while to get to the upper campus. And at one point the campus administrators—maybe Hal led the charge on this, I'm not sure—decided they really should have what you call a first response fire department on the campus. At campuses like Davis, they had a first response fire department for the campus. There was a fire chief and an assistant. Students would be the other

firefighters and they'd get paid some and have a place to live on campus. And that's the way it started out at least.

Reti: You mean in the very beginning we had a firehouse?

Fackler: No, not at the very beginning. At the very beginning, the city was going to do it. But then it was decided that we were in jeopardy because the first response is almost the most important. If you don't get up there within fifteen, twenty minutes, you know, things can be pretty hot.

Reti: We've got an unusual campus situated on acres and acres of wildland.

Fackler: Okay, let's talk a bit about that. You have the developed campus, which has plenty of fire hazards by itself. But then you have the whole northern area. And you had a question about how the brush was cleared?

Reti: Yes.

Fackler: Well, the Department of Forestry has responsibility for fire fighting in the undeveloped portions of the campus, in the ones that are in the county and not the city. They have kept the brush down by using detainees, either from the juvenile hall out there on Graham Hill Road, or there may be a detention facility up further. But anyway, they're prisoners, but they're young. And so they have them in there almost all summers cleaning out brush. I assume that's still going on. I honestly don't know. But the idea is to remove what they call "fuel" off the forest floor.

We actually had a fire in the upper part of the campus before it opened. And

(laughs) we had everybody up there fighting the fire, including a Boy Scouts troop and most of the staff.

Reti: I think I saw a picture of Dean McHenry fighting that fire. It was a ten-acre fire.

Fackler: Yes, it was very small. Granite Construction was doing work on the campus. So I called the superintendent and I said, "We've got to get a bulldozer up here. We've got a fire going." And he brought one up. So I was with him fighting the fire, doing the real hard work. McHenry was there with a shovel, getting his picture taken. (laughs) I'm kidding. The Boy Scouts came through. They got in and started fighting it for about an hour until the scoutmaster said, "Okay, gotta go." So they left. It wasn't a major calamity but it was kind of fun.

Reti: How did the fire start?

Fackler: Well, I think maybe the Department of Forestry was doing a controlled burn and often controlled burns start fires.

Reti: Right. I see. This was before the campus opened.

Fackler: Yes, for students. I hadn't been here very long. I didn't understand these things. I didn't have a rural upbringing, a country upbringing.

Reti: You grew up in Oakland.

Fackler: I was a city boy.

Reti: Okay, so a little while later we started getting our own fire department.

Fackler: We definitely did. There was a fire in Central Services early on that may have been what instigated it. We didn't have the fire department at that point and it took a long time for the city fire department to get up to campus. I had the fire department as one of my responsibilities after I became director of [Campus] Facilities. I don't think they use students [as fire fighters] as much anymore as they did. It's more professional.

Reti: I've always been so conscious of the danger of a giant fire on campus. It's quite frightening when you contemplate it.

Fackler: Oh, yes. You're right. Well, the California Department of Forestry and Fire Protection has done a lot for us and I don't believe it has been at any cost to the university.

Street Lighting

Let's see. [looking over the question outline] Oh, yeah. Street lighting. I have some interesting stories there. Jack Wagstaff loved the forest and he didn't want it to be like Broadway with a lot of lights along these paths. He said, "We'll have stumble around lighting." I said, "Yeah Jack, that just sounds great, but I don't think anybody is going to put up with it for long because the students aren't going to feel safe in the forest." So Jack and I—and I think Carolyn [Fackler] was on some of these safaris (laughs)—walked along the paths and he'd decide where he wanted streetlights. And you also asked [in the question outline] about the ball lights, why we used those?

Reti: Yes.

Fackler: Well, they look beautiful with their lights bouncing off the redwoods. He liked those.

Reti: They sure do.

Fackler: He selected those.

Reti: Jack Wagstaff selected those lamps.

Fackler: Yes. I think they're changing those out, or have changed them out by now.

Reti: A lot of them are still there.

Fackler: When I had the electrical service put in, I had [an extra access box] put in between each of the locations Jack selected. So then when students said, "We need more light," we just put lights between the [existing lights].

Reti: So you were thinking ahead.

Fackler: (laughs) Oh, yeah. Well, I tried to.

Reti: It's pretty dark up there sometimes.

Fackler: Oh, it's pitch dark. And you see all kinds of shadows. Have you had much trouble with the students being attacked? It happens, for sure.

Reti: Well, it happens. There have been incidents.

Fackler: Well, Jack just didn't want it too well-lit, for aesthetic purposes.

Reti: I understand.

Fackler: I do too, but safety usually wins and I guess it probably should.

Reti: But there was more light put in later.

Fackler: Yes, we had to put them all in. I knew we would. We just had to have them.

Reti: Okay, that's interesting.

Parking

And what about parking?

Fackler: Well, it has been a headache from day one, because our esteemed chancellor, Dean McHenry, (laughs) decided that there wouldn't be cars on the campus. I don't know if he told anybody about that but he just wasn't going to let it happen. But of course it's a little bit like the lights, it almost had to happen. In the long range plan we designated parking lots, but those were our building sites. (laughs) When we started the campus we had a lot of parking in the center of the campus. You had McHenry Library there but over where Thimann, Science II—those were about the only buildings in that area. All the rest was parking. You could come in on McLaughlin and park. [When] we decided to build the [new] Science Library I remember telling the academic people in meetings, "We're going to take your parking away from you." It was the only answer. So gradually, there's barely a parking lot left along McLaughlin in the science area. There may be a few.

Reti: Well, we've got the big parking structure. That was a whole other story,

much later.[14]

Fackler: Well, that's another one. We had plans to build that structure early on. But again, the chancellor decided he didn't really want a structure there. So we didn't get a structure. I know that provides a certain number of spaces. But the campus—it's almost impossible for a visitor to find a place to park or anyone else. So they never solved the parking problem. There was a big parking lot at Applied Sciences [now Baskin Engineering] and then the engineering building was built behind it.

Reti: Oh, behind the Communications Building and that area. It makes sense, because those are the flat areas that are buildable.

Public Transportation

Okay. So related to parking is the issue of public transportation. What kinds of plans were there for that at the beginning?

Fackler: Well, I'm not sure the campus had any.

Reti: Shuttles?

Fackler: Well, yes, we did start a shuttle system. It was pretty early on. It was more like an elephant train, like in amusement parks, you know, where people get on and sit and look out.[15]

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[14] Reti is referring to the Core West parking structure—Editor.
[15] According to Larry Pageler, Director of Transportation and Parking Services, "I believe the elephant train shuttles were operating when I was a student ('77 - '82). Santa Cruz Metropolitan Transit District SCMTD was formed in 1968, with the UCSC service contract negotiated in 1972

Reti: Are you talking about those big yellow banana slug trains that were open to the air?

Fackler: Yes.

Reti: When I came to campus they still had those, in 1978.

Fackler: Did they?

Reti: So they had those starting pretty early?

Fackler: That's true. The Santa Cruz Metropolitan Transit District has done a good job over the years, I believe, of providing transportation up to the campus, and, of course, they circulate through the campus.

Reti: But at the very beginning, in the 1960s, when students were living on campus, how did they get off campus? Did they have to drive? Or did the bus not start until later?

Fackler: [pause] I just don't know. I really wasn't closely involved with that.

Reti: You didn't supervise transportation until after you became director of Campus Facilities.

Fackler: Well, I didn't really have transportation. I had the campus garage and that end of it.

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with student approval of the first mandatory Student Transit Fee of $3.50 per student per quarter. To the best of my knowledge, this was the first such student fee-funded transit program in the U.S. Our model has been adopted at numerous other universities, including the University of Washington ('91), CU Boulder ('96) and UC Berkeley (circa '97)."—written communication, Larry Pageler. Other written sources available in the UCSC Library's Special Collections Department indicate that a shuttle system existed at UCSC as early as 1967.

Reti: You weren't overseeing Transportation and Parking Services managed by Larry Pageler?

Fackler: Yes, I was for a while, but I wasn't heavily involved. I had competent administrators, I guess. (laughs) I was doing my thing.

Stormwater Drainage and Erosion

Reti: Okay. So what about stormwater drainage and erosion—were those concerns?

Fackler: Oh, very big concerns, especially erosion. It was done locally within a site; you tried to contain water runoff within a site. And then, of course, we had wonderful canyons for drainage of stormwater. So the drainage lines weren't awfully long because you could almost always get into a canyon, pretty close. And you were probably here—we had a really bad flood in 1982. Well, we had practically no drainage problems, very little building flooding, maybe a little bit in a few buildings' areas. There shouldn't be any excuse for not having good drainage, because of the topography of the campus.

Reti: Are you referring to the karst topography, the limestone?

Fackler: Not so much for the surface drainage, although gradually it drains into that. The surface drainage, you take it underground for a while and then let it go down the natural canyons. I was talking about surface water. That would finally end up in the limestone.

Central Services [Hahn Student Services] Building

Reti: I know they moved Central Services. The original site was going to be where the Bay Tree Bookstore is now. Do you remember that?

Fackler: Yes, that was because of subsurface conditions. Those were mostly quarry tailings. And the structural engineers thought it would be an awful lot of expense to put a structure on them. I wasn't on the campus when they built the new bookstore and student center. That was past 1990. We first built buildings around the periphery of it. There was the Whole Earth Restaurant.

Reti: And the original Bay Tree Bookstore. The redwood buildings. So the Cowell Ranch, in the excavation of the Upper Quarry, they had deposited tailings on that area.

Fackler: Well, yeah. In a quarry operation you always have excess rock.

Reti: I see.

Fackler: And the rocks were not packed too solidly, either.

Reti: Sure. So that was the Upper Quarry and they had deposited the tailings across that site.

Fackler: I would guess so.

Reti: That makes sense. So then they moved Central Services over to where it is now.

Location of Physical Plant at UCSC

Fackler: Another interesting thing to me—it doesn't have anything to do with quarries—Central Services was [originally] built as a maintenance or physical plant building. If you look at the original drawings you'll see shops. But somebody, and I have no idea who, decided we needed that building, (which we did) for academic [purposes]— The library was in there to begin with. Well, it was one of the only three buildings we had: (laughs) Central Services, Thimann, and the Field House, when I was first here. A Physical Plant building was never built, which is kind of interesting.

So Physical Plant has always been a little bit of an orphan. Of course, the barns are fine. We renovated the barn and that was where my office was for years. The first building we finally got renovated and occupied was the Carriage House. And then we did the Cook House, which is where the chancellor was for a while and admissions. And then the Physical Plant barn was [renovated] about the same time as the Carriage House. Have you been in the Physical Plant barn at all?

Reti: I have been. Yes. It's nice.

Fackler: (laughs) It's a rabbit warren now.

Reti: Well, it's very occupied.

Fackler: That was my office for the last fifteen years. I was in the Carriage House for quite awhile. That was a nice location. And is University Extension still in the Carriage House? They were for a while.

Reti: No, they are downtown.

Fackler: University Relations?

Reti: Yes, they are.

Fackler: They're in the Carriage House. When we got money to add on to the heating plant because we needed an additional boiler, we obtained enough money to provide a structure for a second floor. So if you go around the cogeneration plant or heating plant, there's an office up there for Physical Plant maintenance people. So we did get a little bit of space on campus.

Reti: I see what you're saying. Because otherwise everybody would have been down at the base, but they're taking care of buildings up on campus.

Fackler: Well, it's difficult. There's quite a bit of distance between the lower Physical Plant building and the campus. The more activities you can keep up there, the more you're going to save. We had to run a lot of trucks back and forth between those locations. We tried to concentrate our maintenance work on the campus. And again, we tried to do it with as few people as we could, because we had electronic surveillance [to centrally control the temperature in the buildings] and all of that.

I'm pleased that the people who followed me continued these energy saving ways, I really am. I think it's saved both energy and also personnel costs. Because the Physical Plant staff isn't much bigger now than when we started.

Reti: That's remarkable when you consider the growth of the campus during

that period.

Fackler: Yes, it really is.

Reti: Okay, where should we go now?

Crown College Construction Problems

Fackler: Well, the construction problems at Crown College are exciting and interesting. They would start in 1975 when I became director of facilities. Do you want to talk about those?

Reti: Sure.

Fackler: Okay. We didn't have major construction but we had a major problem on our hands. We had found that out about this problem before I got this job and this was the first thing I really had to get ahold of. And what had happened, the contractor that built the building used shoddy construction. He did some things that you couldn't see but would cause all kinds of problems later on. I always said that the architectural drawings were really poor and didn't make any sense, but it didn't make any difference because the contractor didn't follow them anyway. So we started seeing cracks in the stucco buildings. It's the dormitories we're talking about. They're white dormitories, very Mediterranean.

Reti: Right. I lived there in 1978-79.

Fackler: You graduated from UCSC?

Reti: I did.

Fackler: Oh, did you? What did you graduate in?

Reti: Environmental studies.

Fackler: Oh, good. I knew a lot people who did.

Reti: I came there in fall 1978 and I moved into Rutherford Dorm at Crown College.

Fackler: Now, was all that construction finished by then?

Reti: Yes, it was.

Fackler: Good. (laughs)

Reti: (laughs)

Fackler: This was an absolute nightmare and it just got worse every day of the week. Did you know Don Van Den Berg?[16] Was he there?

Reti: Yes, I did.

Fackler: Yes, well he helped us a lot. Poor Don. If he had anybody to be angry with it would be our department. Did you ever come across Chuck Kahrs?

Reti: I know that name from Frank Zwart's oral history but I never met him.

Fackler: He was an architect on my staff. Boy, he and Van Den Berg used to tangle. They both had good ideas. Okay, let's look at this then. So I was up there with inspectors looking at the buildings and asking questions about where these

[16] Van Den Berg was Crown College bursar—Editor.

great big cracks were and big black goo was coming out. It was very obvious that something was wrong. We had to dig into the building and find out what it was. Well, we thought at first it was the way they did the stuccoing and all of that, that by taking off the stucco off we would be able to repair it. The Regents would provide money for repairs, but if there's obvious fault as far as the construction goes, if it's a construction error, the Regents will follow with a lawsuit, which of course, they did on this one.

But anyway, we started there. They started tearing stuff off and when they did that and they exposed the wood inside, they found that joist hangars were poorly nailed and some of them were missing. We had a job that we thought could be repaired entirely from the outside of the building. But we had to start getting into the rooms to redo the ceilings and inner walls. And the structural design—you know all those balconies—

Reti: Yes.

Fackler: Well, normally you would cantilever a balcony. You know what that means—

Reti: Yes.

Fackler: The structure did not use cantilevers. This structure was set up sort of like a circle and everything went into the foundation and had to be really well nailed together because this was all constructed by the outside frame going around, and coming back from the roof. It relied on the joist hangars being done properly. We actually found that some didn't have nails in them. Some were not

even there. I do believe that if we hadn't done the repair job, the 1989 earthquake would have taken some lives. I can't believe it wouldn't have.

Reti: (whistles) Oh, my God. So at the point you discovered this black goo, these buildings were already occupied by students?

Fackler: Yes, they had been occupied for a few years. They probably were two or three years old.

Reti: Did you have to find the students other places to live?

Fackler: Well, I don't remember. I don't think so. That's the thing. We got into it. We told Don we would be working inside the rooms. I'm not sure exactly—That's an awfully good question. Because that's what Don was worried about. But it just kept costing more to do the repair work. The whole thing ended up in one big lawsuit, of course. The Regents sued. But we had to keep going up to the Regents to get more money. Do you remember Elizabeth Penaat's little dig about the Regents meetings [mentioned at Lou Fackler's retirement party]?

Reti: Tell me about that.

Fackler: Well, that's what it was. I wasn't going to bring it up. But I was the one who had to go the Regents meetings and make the presentation, which I always did. I was the one who had to ask for money and explain why we needed it. And finally, after one Regents meeting, I just happened to bump into President Saxon. We didn't know each other well but we had a little chat and he said, "We've really got a problem here, don't we?" And I said, "Yes." What I was thinking was, *we've* got a problem, not, the Santa Cruz campus has a problem! (laughs)

But we lived through it and we got it repaired. Then the lawsuits started, the depositions. I sat through a deposition with about thirty attorneys. And at this first meeting they kept asking questions like why is this, why is that, you know? Then I asked why I was being asked those questions. (laughs)

Reti: You're not supposed to be the one asking the questions. (laughs)

Fackler: Jack could have had that job. But we did get through it and we did finally get all the money. We finally had about one more push and we were over the budget. We met in my office. Well, we got the money.

Reti: So what was the black goo?

Fackler: It was asphalt. It was asphalt paper, basically.

Reti: Asphalt paper. You know, really, by the time I came in 1978 the problem was invisible to me as a student. It looked very nice. Everything seemed solid. No one ever told me there had been a problem. It was seamless.

Other College Construction Issues

Fackler: College Eight came in way over budget. So construction was delayed at least a year. Of course, that was an easier one to delay than Cowell, when we ran into those problems that I talked about last time.

We haven't talked much about how these projects are financed. Well, on a campus like [UC] Irvine, when they would build their academic buildings, they would have an academic building budget and go through the capital program of the state of California. They have residence halls and dorms too, but they have

them in another location than the academic buildings. They don't have colleges like we do. That was an entirely separate process. The academic and the housing didn't get comingled. So housing was one budget and you'd bid those separately and you'd know what bids were. And the academic buildings were the academic budget.

Say, for instance, Cowell College is social sciences. Well, we'll build social sciences over here and we're going to build the dorms over here. They'll have nothing to do with each other. There's no connection between them on conventional campuses like Irvine. They didn't try to mix them. But we did. So what [the colleges] meant [here at UCSC] was many sources of money comingled to get the project to the point [of completion]. We even had utility and site development money in there. I had a separate budget for utility and site development all over the campus. And that was to connect into the main systems; there were main systems.

Reti: Into the budget for Cowell?

Fackler: Yes. Betty Morgan, who was my financial person, she took care of the capital program budgets. She had a tremendous job and really kept things straight and kept me straight; that was the hardest part. (laughs) And she did that, too. But it got really kind of difficult because it was hard to define exactly how much the academic buildings cost and how much the housing costs as you built them. You just couldn't, because it was just all together.

Reti: This is so interesting because when McHenry and Kerr decided to plan this residential college-based campus, they probably weren't thinking about

these kinds of issues, the budgetary issues.

Fackler: They didn't even know about them, probably. And, of course, the state got into this early on. So when you do an academic building, you get a much higher budget than you do a housing building because the academic building is much more expensive construction, even if it's just offices, because you use usually concrete and all that stuff. Well, they realized that we were kind of putting it all in one pot. I mean, we got so much a square foot for an academic building and maybe three-quarters of that a square foot we had for the housing. You put it all together and what do you get? You get the state unhappy with you! (laughs)

Reti: (laughs)

Fackler: So they said, "Well, we're not going to give you budgets for buildings that are like housing construction." In other words, the administrative building for Cowell, or for any of [the colleges] could at that point get money as an academic building. But if you built it at a lower-grade construction and matched the housing—it was all the same construction. The state had a remedy. They just reduced the square foot amount they'd give us on academic buildings for colleges.

Reti: So they funded you as if it was all housing?

Fackler: Well—see, the state didn't fund the housing. The campus funded housing by loans. But yes, the state funded the academic portion at a lower rate because the construction was less than usually used for academic construction.

Campus Construction Slows Down in the 1970s

Reti: So why don't we move ahead into a slightly later period. I sent you an email with a quote from a 1973 memo from Dean McHenry, which said, "The modest baby fat allowed to a new campus has been sweated off. The capital outlay picture looks grim." That would have been before you took over as head of campus facilities.

Fackler: Yes, that was at the end of one of the good building cycles. Money was more plentiful. The first building cycle ended before I became director of facilities. It meant everything really slowed down. From that point, I don't think we had a good capital program for at least ten years when Sinsheimer Laboratories was funded.

This gets to Wendell Brase and Chancellor Sinsheimer and how I saw the campus. Chancellor McHenry retired and that was about 1974. Mark Christensen became our chancellor. He was a young academic from Berkeley who was academic vice chancellor. Chancellor McHenry thought highly of him. I was president of the UC Berkeley Alumni Association chapter at Santa Cruz here and we had the first gathering or meeting with Christensen at our house. The Alumni Association put on a dinner at Pasatiempo Inn, which is right by where we lived. We had about a hundred people at our house before the meeting for wine and hors d'oeuvres. Carolyn took on some big projects. Of course, she had a lot of help, but she did a lot herself, too. I remember it very well. Mark Christensen gave a talk at my house. McHenry hired him. He was very charming, very personable. So I had contact with him right from the very beginning.

He did become the chancellor. But he was chancellor there for less than a year. He just didn't make it. He did make at least one important appointment while he was there. He appointed me as director of facilities (laughs). That was probably more Elizabeth Penaat's doing, than [his]— That was fine. I appreciated it. I liked him. But Hal, who had to work with him, just couldn't do it. And there was an exodus of quite a few of the early folks, Hal Hyde, Charlie Gilbert, who was Hal's right hand man as business manager. Elizabeth Penaat, a longtime associate of Hal's and his administrative assistant from the time he started on the campus remained. Christensen just didn't make it as chancellor.

They brought in Angus Taylor, who was really wonderful as acting chancellor. He did a good job getting people back together. After Taylor, Sinsheimer became chancellor. He came from Cal Tech, a very renowned scientist. Cal Tech was very different than the University of California system in almost every respect. Dean [McHenry] really didn't care for the Sinsheimer appointment. Sinsheimer became the chancellor when we were just about out of capital money. Usually a couple of projects are planned three to four years ahead of time.

Sinsheimer made major changes in the campus from McHenry's time. He saw things a lot differently and he probably was instrumental in bringing Santa Cruz towards a major scientific research institution, which it has become.

Reaggregation

McHenry [originally] planned to have professors at each college representing different disciplines. Students would take a lot of their courses from professors in the colleges. Well, academic folks really prefer to be together. In other words, all

the psychologists would like to be together, the mathematicians, and, of course, the scientists were allowed to be together as far their workspace, because they were in the center of the campus. Well, what Sinsheimer did was to group professors by discipline. It was called reaggregation.

I'll tell you about that. Betty Morgan, my administrative assistant, died recently. She was a big help to me. I said to Betty, "Betty, you know what we have to do? We have to move almost every professor on this campus from one office to another. Before we move them each into a new office, we have to paint their offices because professors never get their offices painted, too many books. And get them all moved before fall." She said, "That's fine. I'll do it." Now, she had a lot of experience working with moving companies and moving things. I knew that. She took that job and I hardly heard from her. She did the whole thing, got it all done.

Reti: That's incredible!

Fackler: It really was incredible. I had very few complaints, very few people were calling me up, you know? She was that kind of a person. She could really take over. I really appreciated it. I thought that was a pretty good story. And we called it reaggravation.

Reti: (laughs) I can imagine why.

Fackler: So that was a major change. I think that was when the college system as it had been envisioned ended. There was a change in the responsibilities of college provosts at that point. Is that true?

Reti: It's completely different, yes.

Wendell Brase

Fackler: The second change was to bring in Wendell Brase as chief financial officer. Now, Wendell was a very bright young man, and still is; he's the vice chancellor at [UC] Irvine. I consider him a good friend. As chief financial officer he reported directly to Chancellor Sinsheimer. Elizabeth Penaat was vice chancellor for finance and business affairs. I reported directly to Elizabeth. With Elizabeth—if I could do my job she didn't bother me. Well, things ran along for a while and finally Elizabeth left, I don't know the reasons, maybe difficulties working with Sinsheimer. At that point, must have been about two years after I became director of Campus Facilities, 1977, Wendell became vice chancellor of business and finance, and became my boss. We really got along fine. We had some differences at first. He was sort of a micromanager. He did know a lot about a lot of things. But he really wanted to know what was going on.

One thing, though, he never bothered me [about] was the financing for the cogeneration plant. It all started when he said to me, "I was at a solar energy gathering and I learned that we can get solar panels with outside financing." And at that point in time the game was let's get outside money to do things. Because we weren't getting state money to do anything. I followed up on the solar. And now we're talking about solar for domestic hot water heating; we're not talking about electric.

Reti: Are we talking about the dorms?

Fackler: We're talking about the dorms. We're talking about Oakes. They got quite a few solar panels. Married Student Housing (now Family Student Housing) also had solar panels installed. These were obtained through alternative financing. A solar panel outfit would borrow the money for construction and build the hot water heating systems and would get most of the savings in gas costs to pay off the debt and have a profit. So it was alternative financing but they would make money and we would have a solar system when the debt was paid off. That was how the cogeneration plant was financed; they used bonds to do it through the Bank of America. I kept Wendell informed of the projects and he encouraged me. He didn't keep a very close reign on what I was doing.

Earl Cantlay, who was my business manager, worked very closely with me on energy [conservation]. He was very good at it.

So to me, Wendell's real contribution—he pushed us to plan ahead, to plan a new science building, to plan new buildings—Sinsheimer [Labs] was one of the new buildings—and to get those ready to go in *when* the state was accepting projects. And we were the first one in line when that happened. I think people should give Wendell credit for that. His whole primary focus was the academic area. He understood it and he wanted to get resources for these people. While at points we had our differences, there is very little I can criticize about him because he did do an awfully good job, in my opinion. And all those nice things he said about me at my retirement, remember all those nice things he said?

Reti: Yes, he did say nice things about you.

Proposed Research and Development Park

Fackler: A project that I worked on with Wendell was the [proposed] research and development park. We spent a lot of time and effort [on that]. We even went up to Mt. Hamilton on a retreat and spent three or four days up there working on plans for a research and development park.

Reti: What an interesting place to have a retreat.

Fackler: Well, sure. Nobody's going to bother you there. Those attending were Wendell, Bruce Lane, who worked with Wendell's office as a space planner, and he was excellent at that; Ruth Crook, Wendell's administrative assistant; and Dick Pierce, who was involved with the marine lab. The research and development park at Stanford has been extremely successful, as have parks at other schools. But the topography of land and tree cover just didn't work well for this type of development. But we worked hard to see if we could get a park on campus.

Reti: The research and development park ultimately did not happen; it didn't get funded. Where were they going to put it?

Fackler: Well, again, it was a self-funding project. You had to find people who would come up with funds. The only place available was north campus.

The Science Library and Sinsheimer Labs

The first major campus projects to be funded during the time I was in charge of physical planning and construction were in the funding pipeline by about 1985.

They were Sinsheimer Labs, occupied in 1989; Science Library, occupied in 1991; and Earth and Marine Sciences, occupied in 1994. Jack Woolover was our campus architect, but left in early 1988, as discussed in this oral history. Frank Zwart had joined our staff as associate architect in 1985. He was assigned as project architect for the Science Library project.

When Woolover left in early 1988, a search committee was formed to find a replacement with Lan Dyson, university librarian, as chair. Frank Zwart was the choice of the committee and became assistant vice chancellor-campus architect, reporting to me. I was promoted to Associate Vice Chancellor in the fall off 1988. Frank Zwart was a great choice and served as an outstanding campus architect over his more than twenty years with the campus. He was later promoted to associate vice chancellor.

I was involved in the projects listed above by conducting value engineering sessions and being sure the electrical and mechanical systems were the state of the art and that the systems could be maintained. I was also involved in the budgetary process and overall project management.

Normally, UC campuses had an architect in charge of physical planning construction, with a separate physical plant department each reporting to the same vice chancellor. Santa Cruz was one of a very few campuses ever to have an engineer in charge of physical planning and construction and not an architect. It was also one of only a very few campuses that combined Physical Planning and Construction and Physical Plant the way we did. The building program money ran out and they put an engineer in charge!

I believe the results of having an Office of Campus Facilities helped with the coordination of building construction and building maintenance. I believe we have a cogeneration plant, a greatly expanded central control system, a culture of energy conservation and buildings with better functioning mechanical and electrical systems because of the combining of Physical Planning and Construction and Physical Plant. I know the campus has separated the two functions since I left and I have no comment.

John Hornback was a project architect on several early buildings, including the two science buildings. He left the campus about 1967. Theresa Yuen was on board then. She was the project architect hired to replace Hornback.

Reti: And then Warnecke was the supervising campus architect?

Fackler: Well, that was in the early days. But he wasn't an employee. He was a consultant. Jack Wagstaff was the campus architect. I was the engineer under him. That's how it was all the time Jack was there. But by the time Jack left there was no building program. Most of our time was spent on the Crown College problem. That was Chuck Kahrs' headache. I hired Jack Wolever as campus architect and he was good. He came from the University of Alaska with his wife. He spent five or six years here. His wife just didn't want to be here. She wanted to be in Alaska, Juneau. So he left and went back to the University of Alaska.

I broke my pelvis in Hawaii. I don't know whether you knew that.

Reti: I did know that, terrible.

Fackler: So I ended up in the hospital in Honolulu for about eight weeks. And

Carolyn really handled things beautifully during that time. She should have left me in Maui, probably. (laughs) And this was about the time Wolever left and Frank Zwart was the project architect on the Science Library. Anyway, so I remember being on the phone with Frank from Honolulu. And the Science Library came in over budget. He was asking me what he should do. I said, "Go up to University Hall and tell them to give you the money. And they will." And they did. It wasn't greatly over the budget and we had some credit up there because we had had buildings that had come in under the budget and had to return some money.

Reti: That's amazing. That doesn't happen very often, I bet.

Fackler: It was. Sinsheimer [Labs] came in under budget. That was part of our value engineering process. We value engineered so hard on it we had to return money on it. But we did get some of it back.

Reti: So do you want to talk about value engineering?

Fackler: Well, let's go back to Chancellor Sinsheimer. The main point was that Sinsheimer made big changes. Then he retired and Stevens came. He was the last chancellor [I worked under]. He was there for several years but finally he left. Then [Karl] Pister came. Pister was in the naval unit when I was at Berkeley, the training program. I did not know him there but I learned that later.

It was an interesting time. But we did get a science building built and the Science Library. I think Sinsheimer Labs turned out very well.

Value Engineering

Reti: So you mentioned that value engineering is what allowed Sinsheimer Labs to come in under budget.

Fackler: The basis of value engineering is to obtain the most efficient project possible without sacrificing aesthetics or function. Value engineering has been around a long time. It's not something new. The UC Office of the President started pushing it. Elmo Morgan, who was vice president, encouraged its use. He recommended using paid consultants to come in and conduct it. It was pretty expensive. Well, I started working on it on my own and Elmo advised me not to. He said, how did he put it? "This is something like brain surgery. You really need a professional to do it." And I said, "Yes, I guess. I'm glad you didn't say heart surgery. (laughs) Because I think we can handle that."

Reti: (laughs)

Fackler: So we went on our own and devised our own system. It worked out well. We would invite various groups that should have input into the project. Obviously, the architect and the mechanical and electrical consultant, the faculty members on the building committee were included. On our side we would have our staff. I represented the engineering input along with Physical Plant staff and our project architect was involved. I conducted the sessions. The idea was to have everybody give their input to try to get the most efficient and functional design that we could.

Reti: What about the clients themselves? Would you get a committee of

scientists who were going to use Sinsheimer Labs to come to these sessions?

Fackler: Members of the building committee, mostly faculty, were there. I believe we obtained superior mechanical and electrical systems that were not only efficient but could be maintained. Architecturally, there were ways of recommending less expensive construction that still had the same function and the same aesthetics. Obviously, you can build a warehouse cheaper than a better looking building, but the campus doesn't want a bunch of warehouses. But on the other hand, they don't need a bunch of prize winners, although we had plenty of them. One item on Sinsheimer [Labs]—the architects wanted a tile finish on the outside, much more expensive but a better looking finish than just the concrete. We might have been able to get the tile because the building came in under the budget. That was one tradeoff. We planted redwoods around the building so it didn't make too much difference, really.

Reti: Wasn't there some controversy about the atrium in Sinsheimer Labs?

Fackler: Well, I know the fire department didn't like it. That was kind of the crux of the whole design, as you probably know. They wanted a place where people had to come to meet; they wouldn't just be sitting in their offices or labs doing things by themselves. I don't think it was a controversy over cost. It is certainly a wide-open space for fire protection, but I know we had it approved by the fire marshal. We didn't do things that we didn't get approved.

Reti: Of course not.

Fackler: Any more questions about value engineering?

Reti: So Sinsheimer Labs was the first building at UCSC that was value engineered, to your knowledge?

Fackler: Yes. It probably was. We did value engineering on the Science Library and Earth and Marine Sciences. I did one on crutches after I got back from Hawaii. I think that was Baskin Engineering.

Ground Squirrels

Reti: So, next I wanted to ask you about the ground squirrels. There was quite a bit of joking about the ground squirrels at your retirement party. What was the story there?

Fackler: Well, we had two groups on campus: one group wanted to kill them all right away because of all the damage they did. The other group wanted to let them live and figured they could live with us. And I was right in the middle, always. (laughs) I don't know, I think Lan [Dyson] liked to kid me about them.

Reti: He roasted you about the ground squirrels at your retirement party.

Fackler: Oh, we tried everything. We even tried poisoning them. A lot of people did not like that. The squirrels would get in under the foundations under buildings and that isn't too good.

Reti: I didn't know that.

Fackler: And they also just tear up the landscape. I don't know what they're doing with them now. But yeah, they were kind of the bane of my existence.

Reti: So it's not just that they go around the Great Meadow and dig it up. They actually go under buildings and—

Fackler: Well, they got up into the edges of the meadow. And I got my foot in a few holes and went down. (laughs)

Reti: Yes, I'm sure we all have.

Fackler: Yeah, I guess so. Dan Stahlman was my grounds superintendent. He was a "do it now" type. He'd get a shotgun out and shoot them. Well, that was okay, but slow.

Reti: He really did shoot them?

Fackler: Yeah. And then there's poisoning them, but that was kind of mean. Then people objected to it and we stopped it. I don't know. As I say, there was one group that wanted me to kill them and one group that wanted me to let them go.

Long Range Development Plan of 1988

Reti: Okay. On a different topic, you certainly saw the transition between a time period in which you didn't have to worry about CEQA [California Environmental Quality Act] and these kinds of issues, to later when you did.

Fackler: Well, the city learned pretty quickly that the only way you can slow down growth at the university was to keep an eye on us with environmental impact reports. We got caught in a couple of them that weren't very good because I wasn't watching closely enough. But it just had to be folded into one of

the things you do to get a project approved. And there were hearings on those. And I conducted many of the hearings including a hearing on the EIR for the 1988 LRDP at the Civic Auditorium.

Reti: Today is November 14, 2012 and this is Irene Reti. I'm here for my third interview with Lou Fackler and I'm at his home in Scotts Valley, California. We're going to start by talking about the Long Range Development Plan of 1988.

Fackler: I was just taking a quick look. It seems to me that this is the 1988 [LRDP] where they [agreed on] a 15,000 student campus.

Reti: Yes, that is correct.

Fackler: I think the very first one was for [an enrollment of] 27,500 students, which was exactly what Berkeley was at the time that UCSC opened. That's probably where they got it. The other long range plans were normally prepared by outside consultants. This was the first one at UCSC done entirely in house. Teresa Yuen worked with me on it. Frank Zwart was involved. I believe Graham Bice, who was one of our planners, took the lead. We really listed very few people's names in here [flipping through the 1988 LRDP]. It's kind of hard to tell who did it. (laughs) But it does define the natural reserve portion of the campus. And that was developed with Lan Dyson's committee working with Ken Norris and Maggie Fusari.[17]

I really don't remember a lot of input but I do remember doing the hearing on

[17] See Randall Jarrell and Irene Reti, editors, *Kenneth S. Norris: Naturalist, Cetologist, Conservationist, 1924-1988* (Regional History Project, UCSC Library, 1998).

the EIR [environmental impact report] for it at the Santa Cruz Civic Auditorium. I was kind of in the middle of the auditorium and the audience, mostly hostile, was up in the risers. We went along pretty well. We had a few little tangles, but not too many. Mostly, it was listening, getting the public's input and not arguing with people. I remember afterwards—you know, John Laird was mayor—and he said, "Well, next time we have an EIR that important, I'll have my director of public works do it." In other words, his point was that he thought the chancellor should have been there to take the brunt of it (laughs) not somebody as low as me. Anyway, I've kidded him about it since. I think I was insulted, but I'm not sure.

Reti: (laughs) Interesting.

Fackler: But I remember Mardi Wormhoudt.[18] We got along pretty well. She was a very articulate person, very intelligent. And she could express her ideas quickly and easily and well. I remember she had a lot of input into it. It was obviously a time when we didn't think we were going to grow a lot, because 15,000 was—well, we had maybe 10,000 students then—it wasn't too far away. I don't remember whether they've had another approved LRDP since then.

Reti: Yes, they have. In 2005. [19]

Fackler: They did, 2005? Okay, good. And that was for 25,000?

Reti: That's the one that's 19,500, because a compromise was reached. Frank

[18] Mardi Wormhoudt was mayor of Santa Cruz and served on the Santa Cruz City Council during this period.
[19] See http://lrdp.ucsc.edu/final-lrdp.shtml for the 2005 Long Range Development Plan for UC Santa Cruz.

Zwart was involved in that.[20]

Fackler: Yes, of course he would have been.

Reti: Yes. Well, there was still a lot of controversy [about the 1988 LRDP], as I recall. This was under Chancellor Stevens.

Fackler: Yes, well the main thing from the city's [perspective] was housing. I think we said we would house 50 percent of our incoming students, which is a very large number of students for any campus to house. I don't know whether we did that or not. I remember Wendell Brase was also very much involved with housing. I kind of felt we promised too much housing, frankly.

Reti: Why was the university being asked to house 50 percent of the students?

Fackler: It was because of the congestion in the city and some of the problems that result. They just wanted to keep it up on the campus. I don't remember too much [discussion] of utilities like water, but again, 15,000 is quite a bit below what we had planned before.

Reti: Originally.

Fackler: Yes. That's about all I remember.

Reti: What was behind the decision to do this LRDP in-house as opposed to contracting it out?

Fackler: Well, we had some very good people in-house who could do it, for one

[20] 2005 LRDP accommodates a 3-quarter-average enrollment of 19,500 FTE on-campus students.

thing, and we used some of the academics to help us, too, especially in the natural resource areas. So we just believed we could do it. Budgets were lean then and sometimes it costs as much to educate a consultant about what you want done as it does to do it yourself. You know, you stick your hand on your watch and he tells you what time it is. (laughs) You've heard that?

Reti: Right.

Fackler: Actually, years before that, on the Long Marine Lab, when there was an EIR [environmental impact report] needed, Jim Pepper, who was a professor of environmental studies, whom you probably know—

Reti: Yes, he was one of my professors.

Fackler: Was he? Well, he took over. You weren't involved in that, were you?

Reti: No, I wasn't.

Fackler: He was in charge of doing the EIR, with students helping. And that's the closest I worked with students. I was in almost all the meetings with them and with Jim. And they came up with a very good EIR. Often we had the talent on campus and took advantage of it.

Reti: Because we had such a strong environmental studies program.

Fackler: Yes. And Jim Pepper was a good guy to work with, a lot of humor. He probably was a good professor.

Reti: Yes, very dynamic.

Fackler: If you listened to him, he'd have something to say.

Other Campus Buildings

Reti: Okay. Now, I don't think I've had a chance to ask you about some of the other colleges that were built, like Kresge and Merrill, Oakes—I don't think we covered any of those. Did you have any stories about the construction or planning of those colleges?

Fackler: Well, this is a list of the buildings built early on the campus, [looking at the list]. We know that Cowell and Stevenson came first.

Reti: Yes.

Fackler: And that we had budgetary problems with Cowell and had to actually delay it a year.

Reti: Yes, we talked about that. But we didn't talk about Stevenson.

Fackler: Well, Stevenson was built alongside Cowell and they both were completed at the same time.

Reti: Oh, I didn't realize that.

Fackler: Yes, and a lot of the landscaping and all of the work for the roads around the two colleges really worked to the benefit of building them at the same time. I don't remember too much about Stevenson. But they were kind of like twins. They had separate dining commons. We had one boiler heating both of them.

And then Crown was, of course, built on the hill above. That was a difficult construction site. That was one Ernie Kump did. It was also the one that had poor architectural details as well as construction problems. That was the one where we found the construction problems in the dorms and practically had to rebuild them.

Reti: Yes, we talked about that in the last interview.

Fackler: That is the only really major construction problem of that type and major lawsuit that we had while I was on campus.

Reti: Now, what about Merrill?

Fackler: Well, I don't remember anything too outstanding about Merrill. Again, it was a very difficult construction site, up on the side of a hill.

Reti: And what was the reason for putting it up there?

Fackler: Well, just space to build colleges. There was a planned build-out of maybe twenty colleges, I'm not sure how many. At first we figured it made a lot of sense to put them together because you get some economy, especially in having one heating system take care of both of them. And other economies because you were building next to each other.

The decision was made to go over on the west side of the campus and College Five (Porter College) was the first college built there. The dormitory buildings were very different from the other colleges.

Reti: Yes, with College Five you had these two large dormitories and then a

courtyard in the middle.

Fackler: Yes, and it was not paired with another college. That was more the way they built dorms back east. The architect was Hugh Stubbins and Associates, Cambridge, Massachusetts. There was a construction flaw in the Porter College dorm buildings.

Reti: Do you remember what that was?

Fackler: Well, the roofs didn't leak but the walls did. Quite often the rain comes sideways here. The buildings are basically reinforced concrete but they have stucco inserts in the walls. Chuck Kahrs, our project architect working with a lot of consultants, found something that stopped the water from coming in. But it was a battle, a detail that you don't see when you look at the drawings. But it wasn't like Crown at all. We didn't rebuild the buildings. It was more caulking and trying to keep the water out.

Oakes College was built south of College Five and opened in 1976.

Reti: Kresge College came before Oakes.

Fackler: Well, I was thinking of below College Five. Yes, Kresge opened in 1973. It was probably the farthest out architecturally. And then, again, we had a very prestigious architectural firm, William Turnbull and Charles Moore. Although it was the most far out, we didn't have a lot of problems with it after it was built, even though some of the details didn't look very promising when they were building them. (laughs) But I don't remember much more than that.

Reti: How were the colleges designed? What was the process used for approval in those days?

Fackler: There was a campus planning committee that I think Chancellor McHenry chaired for years. It would approve the design and then the Regents had to approve the design. I don't know. Some of these architects, if they have enough reputation, you don't question them.

Reti: So you basically put out a bid for architectural designs?

Fackler: No, we didn't. You looked at the program and considered firms with the most experience. Jack Wagstaff was the leader here and, of course, McHenry was with him. He would probably select the architects. A building committee would be formed and it would approve selection of the architects for the project. I chaired the building committee on Sinsheimer Labs. The members included faculty. In the early days, even some of the members of the Board of Regents might sit on these committees. And we would select maybe four or five architects to come and show us and discuss the project.

Reti: I see.

Fackler: Early, they started out with a campus architectural planning committee. John Carl Warnecke (who designed McHenry Library) was the head. The architects on this committee—they each had a building. The committee included Ernie Kump (who designed Crown College), Wurster, Bernardi & Emmons (who designed Cowell College), and Joe Esherick (who designed Stevenson College), and other architects. Most of them had connections with UC

Berkeley.

Reti: So again, that Berkeley connection was there.

Fackler: Oh, you can't get away from it. Jack Wagstaff actually worked for Wurster, Bernardi & Emmons when he got out of school. And Esherick's office was very good. The firm also did the Science Library. We had a very good working relationship with Esherick's office, as good or better than any of the others. Kennedy Engineers had a partner who was on the committee. I know John Carl Warnecke did the first LRDP with these other architects helping him. The firm of Anshen and Allen was also on the committee. They had a lot of experience with lab buildings. The firm did Science I (Thimann Labs) and II (Natural Sciences II), as we started calling them.

Reti: Okay, now for Oakes College I have a quote from you, from Frank Zwart's oral history. I was asking him about the siting of College Eight and he said, "I remember an interesting meeting where this was being discussed, an internal meeting where Lou Fackler, who was the head of Campus Facilities for many years, he had a long history with the university, simply said, 'You can build all you want there on College Eight but it's not going to move Oakes College one inch closer to the center of campus by doing it.'"

Fackler: Well, I think the discussion was that the campus [became] just too spread out. The eastern side was quite compact with the four colleges near each other. It wasn't the center of campus geographically but it was the center of activity for the campus.

Reti: Why?

Fackler: Well, just because that is where the students were.

Reti: So it just kind of happened. It wasn't planned that way.

Fackler: I'd say so. But the theory was that you'd have them on the west side, too, as you built. [pointing at an early map of campus] But the over here was a long ways from the other over here, nothing in between, or very little.

If you saw Science Hill with [only] three buildings, you'd think it was a beautiful place to have a picnic. Redwood trees, gorgeous.

Reti: I remember it that way in the late 1970s.

Fackler: It was wonderful. Now it is buildings and asphalt. But we all knew it was going to be like that, just like Berkeley. And that is probably more like Berkeley than any other part of the campus, because it's high density.

Reti: True.

Fackler: Which is okay. You have to do that for science. You have to do it for economies of scale. They're taller buildings. Also, the center-core idea makes a lot of sense, especially because if you try to duplicate science activities at every college, you couldn't possibly do it because of cost. But it just seemed like these colleges on the west side were becoming orphans. And, of course, College Five wasn't quite as far out, but it wasn't all that close either. When we built Kresge that helped to kind of unify it. But Oakes is really farther from the eastern colleges than Eight.

Reti: Right, when you have to walk from Crown to Oakes it's quite an expedition. As a student you'd go from one class to another and you'd be charging through the woods. (laughs)

Fackler: I guess you had a fifteen-minute break between classes.

Reti: Yes, it's okay if you're walking fast.

Fackler: Yes, I know it. After almost fifty years, the campus has many more buildings. And, of course, the colleges built a lot of additional dorms and apartments around them, to where you can't find the college anymore, especially for somebody like me who doesn't get up there very often.

Reti: Like Colleges Nine and Ten.[21]

Fackler: Well, yes. There—you see, I mentioned that Chancellor Sinsheimer had gotten away from the basic idea of the colleges as being academic *and* social living groups. In Nine and Ten, they built academic buildings with dormitories near them. The buildings were multistory instead of one to two stories.

Reti: Dramatically different.

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[21] Fackler added the following footnote during the editing process: "In discussing the early colleges, I believe we should say more about College Eight. I mentioned that it came in over budget and was a year late. When I became director of facilities, Oakes College was near completion and was occupied in 1976. The next college to be built was College Eight and it was started about 1986 and was the only college to be built during my tenure as head of Physical Planning and Construction. We did add housing at Crown, Merrill, and Kresge and faculty housing near the campus entrance but only one college, College Eight, was located below Oakes and became the most distant from the eastern colleges. Our campus architect, Jack Wolever, had an ongoing battle with the architect over the budget. And sure enough, the project came in way over budget and was delayed. Wolever left us for Alaska about that time and Teresa Yuen, project architect, and I took over the project. It was a continual value engineering problem. The mechanical systems suffered with the major downgrades but we got systems that worked, and made other changes and the project was within budget when rebid.

Fackler: There was a point when Dean McHenry had a survey taken and he found out that about 70 percent of the students were taking their classes in other than their own college, which wasn't at all his idea. He [had] planned for 70 percent of classes taken in the college, 30 percent in other places. I think McHenry had a good idea. But it was pretty hard to keep because faculty of the same disciplines wanted to be together. And yet if you are going to have some really good professors in each discipline at each college, you have to separate them.

Water Conservation

Reti: Okay, well, let's shift to talking about water conservation, because we never really covered that earlier—going back to the beginning of the campus, first of all, and then moving forward.

Fackler: Well, I think of energy conservation as including water conservation, as I said [earlier], and a natural resource. Also, on a site like ours it takes a lot of electricity and therefore costs a lot of money to pump water uphill. I'm sure water conservation started after one of the area's famous droughts, where everything just turns brown—you've seen that, no rain. My business manager, Earl Cantlay, helped lead water conservation. He was really good in all areas of conservation. He wrote the energy reports.

Reti: The ones you gave me for Special Collections.

Fackler: Yes. And yes, we enlisted the faculty. There was a psychology class. You may not know this, but the navy way to take a shower is to wet down, turn

off the water and soap down, and then rinse off. You've heard of that?

Reti: Sure.

Fackler: So we started putting signs [about this method of showering] primarily in the men's shower rooms at the field houses, but not much happened. So the psychology class (laughs)—a brilliant idea—put a student in there taking showers all day the navy way.

Reti: Really?

Fackler: And the other students started showering that way. (laughs)

Reti: So all the college dorms had someone demonstrating that?

Fackler: No, it was more at the gyms.

Reti: Oh, at the Field House.

Fackler: Students were, the majority of them, conservation-minded. Students developed the recycling program on their own, pretty much. Of course, we ended up having to take it over. But you know, they really wanted to do that.

Reti: So recycling was started on campus by students?

Fackler: Yes.

Reti: Do you remember about when this was, the 1970s?

Fackler: I would say probably the 1970s. The seventies were the era of oil embargos. People were hurt by the prices of energy. Universities were hurt

because the utility budgets reduced their academic budgets. And they had to pay the utility bill. So it really was incumbent on all of us to cut back. And water was part of it, primarily in drought years. We never did have a lot of water-intensive landscaping on the campus. We weren't planting a lot of posies. It was more larger landscape efforts. Because it wasn't a campus where you had to plant a lot of posies. So we were able to cut down on irrigation and we continually stressed more irrigation-resistant plantings. It was just sort of a culture at UCSC. And these little efforts by some of the professors with their classes helped, too.

Reti: Around water conservation?

Fackler: Yes, water, although they worked the same way with energy. We got very few complaints from the faculty that the buildings were cold. They put coats on. As I mentioned [earlier in the interview], as the buildings become more sophisticated, especially the science buildings, they generate their own interior heat, and you really can't get away from air conditioning. But you can still do it more efficiently. And that's what we tried to do.

Reti: Were you installing things like low-flow showerheads and toilets—

Fackler: Yes, our newer buildings had the low-flow toilets as they came on. They had some real [poor] low-flow toilets for a while. (laughs) I mean, they're fine now, but yes, that was our standard. And pretty much all fluorescent lights. Of course, most of your larger buildings had fluorescent light.

Reti: As opposed to incandescent.

Fackler: Yes, with McHenry Library, the original version, we completely relit it with more efficient fluorescent lights. And if you don't think that's a job, standing on all these poor librarians' desks and putting in lights (laughs)—it wasn't pleasant. I guess you must have been there.

Reti: Yes, I remember that.

Fackler: Lan [Dyson] was there. He lived through that with us. But once that was finished, we actually had to put more heat in the building. (laughs) In other words, the lights were heating the building, which isn't what you really want either. So they've come up with very efficient fluorescent lights, the ballast inside them and the lenses, they really have. I know Campus Engineer Steve Paul was there during part of that time and then he came back. I know he is heavily into conservation and efficient systems, and the central control system.

Reti: I know that we have a reputation for sustainability—sustainable energy and all kinds of sustainability.[22]

Fackler: I think somebody said, "too much." Maybe that's true.

Reti: Too much?

Fackler: Too much conservation. (laughs)

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[22] See the UCSC Campus Sustainability Plan, which begins with a statement from Chancellor George Blumenthal: "At UCSC, our commitment to environmental stewardship dates back to the founding of the campus. We have been recognized as an environmental champion and a leader in advancing global sustainability. In 2009, UCSC placed seventh in *Sierra* magazine's third annual "honor roll" of the top 10 greenest colleges in the nation. This year, *Forbes* magazine named UCSC one of the most beautiful college campuses in the world. We have won local, statewide, national, and international awards for "green" initiatives in transportation, food and dining, greenhouse gas reduction, and for our programs in sustainability education." http://sustainability.ucsc.edu/chancellors-statement http://sustainability.ucsc.edu/chancellors-statement

Reti: Why would there be too much conservation?

Fackler: Oh, I think we took the air conditioning out of Kerr Hall and they weren't too happy about that. We only have a few hot days.

Reti: Oh. I see. People get unhappy. Yes, I have heard that.

Fackler: I have heard it, too.

The Loma Prieta Earthquake

Reti: So we didn't talk about the earthquake. What was your job like during the Loma Prieta Earthquake of 1989?

Fackler: Kind of shaky.

Reti: (laughs)

Fackler: Well, actually I'll tell you a story. You see, that was 1989. And April of 1989 is when I broke my pelvis on Maui.

Reti: Oh!

Fackler: It was April, though. This was October [the month of the earthquake]. But I still wasn't walking too well in October. I was off crutches, I think, but I was using a cane. But my birthday is in October; one of my daughter's is; and my son-in-law's is. So we had our annual October birthday party to celebrate all of the birthdays. I didn't usually get home before five. But I came home early that night, October 17, 1989, to prepare the barbeque and make sure things were okay. And my wife, Carolyn, and I were standing out in the backyard when that

earthquake hit. We had a ten-foot sliding glass door, with five-foot panels, you know. One panel came out and rested on the patio table. It didn't break. We had a pool and there was water pouring out of it. It was okay, too. We just hung onto each other. We'd lived through lots of earthquakes, but never anything like that. You were there, I guess, for that.

Reti: Yes.

Fackler: The earthquake just kept going and going. And I thought, that's the big one. Carolyn had a lot of good dishes, which got broken. And the kitchen—the kitchen dishes did, too. The doors flew open and we could hear the dishes crashing down. We didn't go in for a while.

Reti: You were in Pasatiempo.

Fackler: Yes, I was home. I should have been up on the campus taking care of the earthquake up there. I couldn't be two places. I figured I better get this place stabilized. And the kids came over. Of course, they had their places to worry about, too. But that was really some earthquake.

So finally I fixed up the kitchen; my wife was okay. I got in the car and drove to the campus. Now, emergency generators are great when they work. They don't always work. Take this recent experience in New York in some of those hospitals [Hurricane Sandy]. They don't always work.

Reti: Right.

Fackler: I went the Empire Grade way. As I came up, I saw the lights on the

campus roads were on! I said, the cogen unit worked!

Reti: Oh! Good moment.

Fackler: That was it. With that cogeneration unit we were able to feed and house the students after a complete examination of the buildings. And we had enough power in the science buildings to evacuate the really bad fumes and to let the environmental health and safety people in to find out what needed to be done. Because there were a lot of hazards.

So I got there. I don't think a lot of people missed me, frankly. (laughs) But I was the Physical Plant administrator who knew where everything was. We requested help from other campuses and some structural engineers came on really quick notice to help inspect the buildings. And our architects went through the dorms to be sure they were structurally okay, there wasn't anything obvious that was going to cause problems.

Reti: Now, were you going around and inspecting buildings?

Fackler: Not personally. At the Fire Station we had a central command. The chancellor was there. I was there. The way Wendell Brase learned about it—he was back East in Michigan and he saw it on television! And it probably looked worse on television.

But one thing, to come back to at home, the radio was on when I was cleaning up the kitchen. This was the World Series game with Oakland and San Francisco. I saw the game go out. It wasn't there. But I could hear the radio, and I heard "the bridge"—it sounded like it collapsed. We all knew there was going to be a big

one on the Hayward Fault or the San Andreas, in the Bay Area, and even down here and this was a big one for down here. But it wasn't the big one, although it did do damage to the bridge and a car went down.

Anyway, the campus came through it quite well. [picks up scrapbook] This is an article from the *Santa Cruz Sentinel*, dated Friday, August 29, 1980, and it concerns a report nine years before the earthquake of an inspection the Regents had authorized for all the campuses in 1978. It says "Eight UCSC Buildings Rated Poor." So this was a wake up call. Every time there's an earthquake they upgrade the codes, for a good reason, because they see things to be done. You could have built a building to code five years earlier and find it's not to code anymore. In the poor rating, they listed two at Mount Hamilton (those buildings made it through okay), and on the campus the Science Library. This isn't the Science Library you know. It's that small building next to Thimann.

Reti: Yes, I remember that one from when I was an undergraduate student.

Fackler: Okay. It was a separate building, a library. Other buildings listed were the Cowell College dormitories and dining hall, Thimann Labs, the Field House, Stevenson College dorms and dining hall. Well, we put in for state money but it wasn't forthcoming very fast, to repair the ones that were rated poor. But we could get housing money. And that was a decision of the campus, that if these were rated poor for earthquakes and the students were living in them, they should be brought up to code. So we started a remedial program and we worked on all the college buildings listed. As I mentioned, what we did at Crown also reinforced those buildings for earthquakes. I think there would have been a

disaster at Crown if we hadn't done that. We got money from the state to reinforce Thimann Labs, the Science Library, and the Field House. And actually, we were still working on Thimann when the earthquake hit, but we'd done the major part of the work.

There was only one building on campus that had pretty severe structural damage, and that was Natural Sciences II. And that building was not rated on this list as poor. So I couldn't get money for it, although I tried. And that's the one that kind of slipped off its beams. We tried to get more money to add onto that building as a part of [its repair] but we couldn't swing that one. But I think we did a pretty good job of taking care of the buildings we knew needed work, especially the college buildings. The utility system did well. I think there was only one water leak in the whole system, and that was up above Kresge [College] on the road that goes up north there at a bridge connection. But there was very little damage to the underground utility systems.

Reti: That's impressive.

Fackler: Yes, I was impressed, too. But this [showing Reti a document] is a script I made with slides, and I went around to other campuses, like UC Riverside and the University of Washington in Seattle, and some other campuses to show slides and discuss the earthquake. This is June 18, 1990, after the earthquake. This says the total expense was estimated at about five million dollars. A place where we had a lot of expense was Sinsheimer Labs, not to the building, but to lab equipment. The lab's glassware and apparatus was all on the floor. A lot of equipment was lost. The building itself was fine. Our normal

operation was to be able to lock or to at least latch those glassware cabinets. That work didn't get done in time. In Thimann, the earthquake threw big fans on the roof off of their pedestals. So that delayed them getting back into the building for a while because you had to have the fans for the exhaust for the fume hoods. That was the kind of damage there was, mechanical damage on roofs where things could have been tied down better. And a lot of equipment—you know, that equipment could be $50,000 or $100,000 for a small apparatus. So when that ends up on a concrete floor all smashed, that's gone.

Reti: Was the campus self-insured for that?

Fackler: My impression is that the UC Regents are basically self-insured. I'm not too sure. It wasn't my area. They always seemed to have money to pay for things like this. And we had FEMA [Federal Emergency Management Agency] involved. Earl [Cantlay] was the one who handled it for me. But I was pretty closely involved. We came through a lot better than we might have, I'm sure.

Reti: Oh, absolutely. So then you were invited by these other campuses to come and speak about the earthquake.

Fackler: Yes.

Reti: Because they were concerned about their own campuses in a potential earthquake?

Fackler: Sure. Well, Los Angeles has earthquakes, too.

Reti: Sure.

Fackler: There was the Northridge earthquake a few years back. It really hit that campus [California State University, Northridge] hard.

Reti: Yes.

Fackler: Well, the state I think is basically self-insured, too. But what can you do?

I gave Special Collections three films. One was on the earthquake; one on my retirement party; and one was the dedication of the cogeneration plant.[23] The one of the earthquake has really good scenes in Kresge where they were taking a movie of the instructor and the earthquake hit.

Reti: Oh, I have seen that!

Fackler: Yes, that's on there.

Systemwide Activities

Reti: Okay, so then let's move on to talking about some of your systemwide activities besides talking about the earthquake. Like you were involved in consulting about value engineering.

Fackler: Well, I held value engineering sessions at UC Riverside on a large computer science building they were building, and on the [UC] Irvine campus, which is where Wendell [Brase] was—I saw him—on a building there—it was a science building, I think. I was kind of the master of ceremonies and organized it,

[23] See "F. Louis Fackler Cogeneration Plant dedication June 8, 1992" and "The 1989 Santa Cruz earthquake [videorecording]: the city and UCSC, Narration by Lou Fackler," Available at UCSC Library Special Collections Department.

let them know the people we should have there [the value engineering session]. It went pretty well. It was amazing.

Reti: So you were called in because UCSC had a reputation for saving money on their buildings?

Fackler: Well, Wendell Brase told everybody about it, about value engineering. I mentioned a little earlier that value engineering was brought in by Elmo Morgan and often done by consultants.

Reti: Yes.

Fackler: But it really was done more at the level, in my opinion, of the inspection end of it, whereas I was looking at the level of the basic design and the integration of mechanical and electrical systems with the architectural systems so that the buildings would function more efficiently. I think it was worthwhile. I'm glad to hear Frank [Zwart] continued it. He must have thought it was worthwhile, too. Some of the architects weren't too [happy with value engineering], not inside the office because you were questioning their design. You were threatening them.

That was after I retired, I guess. I don't remember whether I volunteered that. I probably did. I don't think I was paid for it.

Reti: I read that you gave 1,500 volunteer hours after you retired.

Fackler: Well, I offered that. I'm not sure I did that much.

Reti: What was the reason for that?

Fackler: Well, actually Wendell [Brase] asked me. And on the cogeneration plant, I suggested that it would be really nice to have it named after me. And he took me up on it. He had to go to the chancellor and the Regents. So I appreciated it.

I did do some master planning at [UC] San Diego. I think they took over part of an older campus, but anyway, they built in a spread-out form like we did. They had colleges, but they were much larger colleges than UCSC's and they had less of them. But they were looking at a central plant, whether they really wanted that. They had kind of two lobes, and how are you going to take care of that? I remember being in on that.

Reti: What about the new campus, UC Merced?

Fackler: That was something Wendell Brase said in his remarks at my retirement party but unfortunately it didn't happen. I was considered and I talked to people up at the Office of the President and I thought I was going to be involved in it. But they decided to do something else, so I was not involved in it. I guess he didn't know that and he assumed I was.

Reti: Well, it's good to correct the record on that, then.

Coming Back to UCSC as Acting Physical Plant Director After Retirement

And then you rejoined UCSC as the acting physical plant director for four months, reorganizing the facilities department and the recruitment of key personnel. What made you go back?

Fackler: Well, I was asked to. Ruth Crook called me. Wendell Brase decided to take a job at UC Irvine as vice chancellor. Robert Stevens may have still been chancellor. It was probably 1992. The person they hired to take my place was Sean Choudhuri. Sean had been with the state college system at their systemwide office. He had headed energy conservation there. When Wendell left, they put Sean in charge as acting vice chancellor. Well, apparently that didn't work out as they had hoped. He had a pretty high position and this was a personnel action, so I won't get into that.

Anyway, they hired a new vice chancellor, whose name was Ed Coates. The way I had Campus Facilities organized I didn't have a Physical Plant administrator [PPA]. I acted as PPA and I had two senior superintendents who were excellent. And when Sean took over (laughs) he brought in a person who had an education at West Point for PPA. Our office was efficient but it wasn't military. Jim Hagler, my senior mechanical superintendent, would usually show up in sandals and shorts. He didn't dress as an executive. He looked about like the students did.

Reti: (laughs)

Fackler: He figured that was normal. If they could look that way, he could. And so I guess he didn't get along at all with the new PPA. When Ed Coates took over, there was no room for Sean Choudhuri. His PPA had left and they wanted to reorganize the department and hire a new PPA. The first thing I did was examine the budget. [Chancellor] Pister had implemented major changes after Wendell Brase had left. He had changed the [organizational chart] to be more like the Berkeley campus, where all budget people reported directly to the

chancellor. When Wendell was there, he had the staff and capital budgets. So this took the budget away from the vice chancellor. So the first thing I did was to talk to people in control of the budget. I made an appeal for more money for Physical Planning and got it. Then I started going through their books! (laughs) To make a long story short, they didn't know what they had for money. So I kind of straightened up the budgetary system.

In light of my promise to give volunteer time, Ruth asked me to come back. It was about four months, maybe a little more, not much. I had a trip through the Panama Canal coming up and I didn't want to miss that, of course. I didn't miss it. She asked if I would do it gratis. I said, "Well, that would be nice but my time has expired on how long I'd said I'd volunteer. But I'll tell you what I'll do. You give me half the salary of the person who had the job and I'll do it for that." So I really worked at half of that and did twice the work.

Reti: Wow.

Fackler: But I also helped manage the construction of the little building they built at the Arboretum—it was a gift. I did that and I didn't get paid for it. I did that on my own. Just coordinating the job. I wasn't running the job. I was only there for a short time. I had Physical Plant and I took care of it. I got the budgets lined up. I put Jim Hagler in charge as I had before. And then we formed a search committee and Ed hired Jim Hagler as Physical Plant administrator, and he did that job from that point on. He loved the central control system. That was his baby. And he really understood it. I had done what they asked me to do and the Arboretum building was finished.

Reti: Well, that's quite a challenging situation you walked into.

Fackler: Well, yes. It was difficult because I knew all of them, you know, and I wasn't going to take sides. Sometimes the University gets itself some exciting personnel problems.

Reti: Yes, they certainly do. (laughs)

Fackler: That's human relations.

Reti: Okay, well. Do you have any final thoughts about what directions UC Santa Cruz has gone since you retired?

Fackler: Oh, I don't think so. I'm sure the people there have done as good a job as they possibly could, given the budgetary restraints. They've built a lot of buildings. They certainly have [helped] the campus build an academic reputation in the science fields. They are world famous and I'm happy with that. At one time they said that all we were doing was basket weaving. You remember those days?

Reti: I do.

Fackler: You can get a great education at UCSC if you apply yourself. And that's pretty much the case in most universities. I'm happy with the campus after fifty years in Santa Cruz. I'm happy that some of the things I started have been maintained. Everybody loves the dearly departed cogen plant. I don't know if the new one is online yet and the old one has left or not, but they're going to get a bigger one in.

Reti: They're expanding.

Fackler: That's good.

Reti: But they're not tearing down the old one, are they?

Fackler: Oh, yes. It's gone. It's a diesel engine that's older than I am, or about as old. Actually, that's the type of engine that I was doing experiments on at Hesse Hall in Berkeley in mechanical engineering, diesels.

Reti: Really? How come it has such an old engine?

Fackler: (laughs)

Reti: Was it recycled from somewhere?

Fackler: Yes! Well, there are several ways—okay, what a cogeneration plant needs is something to drive the generator. It could be a gas turbine, which is the instrument of choice now, and that's what they're going to get. But I got what I *could* get and it happened to be a used diesel engine. It had to have some diesel pilot fuel but it operated on natural gas most of the time. It wasn't burning diesel oil all the time. It was burning natural gas. But it did burn some oil. The air pollution district never liked that. But we kept finding reasons to keep it there. That turned out really well, I think. And they made a great deal getting the Bank of America to practically give it to the campus. It's a few thousand dollars.

Reti: That was the private financing?

Fackler: Yes, through Bank of America.

Reti: Okay.

Fackler: I'm pleased with the way the campus is going. I haven't kibitzed at all or made any suggestions. I don't feel it's my place. It's a lot—you know, it's not the nice friendly place it was, but we all knew it wasn't going to be in forty years. It's more like Berkeley, big departments and all, and people can't really know each other as well and can't do things because it's too big.

Reti: Yes, that's just what happens.

Fackler: Yes, that's the idea. It has to become big.

Reti: Well, I think this is a good place to stop unless you have anything you want to add.

Fackler: I appreciate the opportunity to do an oral history. It's been fun. It brings back a lot of good memories.

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