TRANSCRIPTION RE:

CSUMB Founding Faculty
Oral History Project 1995-98
Rina Benmayor, Project Director

Interview with William Head
Professor Emeritus, Earth Systems Science & Policy
College of Science
Founding Director, Undergraduate Research Opportunities Center

Interviewer, Marsha Moroh, Professor Emerita
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Narrator: William Head
Interviewer: Marsha Moroh

Moroh: It is on. Hello!

Head: Hello!

Moroh: I’m here. I’m here with Bill Head at my house and this is Marsha Moroh. And it is November 5, 2019 and we are at last together.

Head: It’s November 6th, by the way.

Moroh: Oh, sorry, November 6th and do I have your permission to record this interview, Bill?

Head: Yes, you do, Marsha.

Moroh: Okay. Okay. He is here by his own free will. I didn’t drag him here and I didn’t nail him to the chair.

Head: No.

Moroh: So now we can get started. So let’s start at the beginning. All right?

Head: At the beginning. Well, that’s like 25 years ago. Holy cow! [Laughs]

Moroh: That’s right. We’re going to try and get it out of you.

Head: Do I get to make up a bunch of stuff?

Moroh: Yes, you can. You can. There are no fact checkers here.

Head: [Laughs] No fact checkers. Oh, man.

Moroh: It all goes free.

Head: I can be Trumpian.

Moroh: Right. So you were happily living your life somewhere else and then . . . there must be some story about how you heard about CSUMB.

Head: Yeah.

Moroh: What was your odyssey to get you to CSUMB.
Head: It’s really crazy. It’s crazy and serendipitous. It’s been like how my life has been defined, to be honest with you. I was out in the friggin’ Bahamas happily directing a marine research center. We had no internet. We had a telephone that rarely worked, right? We never got the newspaper. So I had no idea what was going on in the United States.

Moroh: So was it a really small island?

Head: Yeah. The only thing on the island was a research center. But it was international. We had an airstrip and I had people from all over the world come. I never met so many people in my entire life in such a small space. [Laughs] But, you know, I was really isolated. I didn’t really care what was going on in the United States because if I did it wouldn’t matter. [Chuckles]

Moroh: You couldn’t do anything about it.

Head: [Laughs] I couldn’t do anything about it! The only thing we had was a marine radio. That was the only thing that was reliable, you know, to talk to other boats. Because we had to make sure the mail boat was coming because that carried all our supplies. But it was odd. I had taken some time off to spend seventeen days white water kayaking the Grand Canyon. So while we were on the Canyon a really close friend of mine, who was the marine advisor for the Central Coast, told me that they’re going to be putting a CSU in Monterey Bay. You know, the Monterey Bay area. I got my master’s at Moss Landing Marine Labs and so I was familiar with what the area was like and I was kind of perplexed. I said, “Why would they put a CSU in Monterey?” It’s not a heavily populated area. It was really perplexing for me. So I came back with him to Santa Cruz. It was more out of curiosity because I had never really groomed myself to be a faculty member. I was adjunct faculty at the Florida Institute of Technology and at the College of the Bahamas and some other places but, you know, that’s very different than being a tenure track faculty member.

Moroh: Yeah.
[3:14] **Head:** So I didn’t know what that world was like nor did I really care. I had done a lot of other things in my life. I thought my trajectory had skipped that, to be honest with you. But I was curious as hell. So I made an appointment with Steve Arvizu [acting Provost]. I drove to Seaside. . . . this was before the campus even opened.

**Moroh:** This was on your way to the Grand Canyon.

**Head:** No. This was after the Grand Canyon. I came back with Rick to Santa Cruz because that’s where he lived and then I was gonna fly back. I wanted to spend some time with him and his wife. But before I left for the Bahamas, because once I go out in the Bahamas I’ll never be able to contact anybody again. [Laughs] I was just eminently curious why in the heck they would put a campus here. So Arvizu had some time and so I drove to Seaside. I borrowed Rick’s car and drove to Seaside. I met with him [Arvizu] and that’s when he told me that it was a base conversion. That [Leon] Panetta was a congressman who became Chief of Staff for Clinton and they were closing a lot of army bases and they wanted to demonstrate a conversation of “swords into plowshares.” Since Panetta was a Congressman from this area, he convinced Clinton that maybe politically it would be really cool to convert Fort Ord into a CSU [California State University campus]. So that’s how it started. And Clinton agreed. So I guess the Department of Defense and Administration agreed to fund the initial startup of the University. Being ignorant and not knowing very much about academics, I said, “Well, is there anything special about this university that is going to make it stand out? Are there certain tenets that drive it?” Then he showed me this draft Vision Statement that he had put together. It was long, you know, because I’m not used to Vision Statements being that long. You know? It was like almost three pages if I remember correctly. It was like, “Wow.” I talked to him about it. I took some time to actually read it. It was quite interesting because there were five themes that hit me. I remember them because I used these themes when ultimately I decided to apply to the University. I kind of based my application on five themes that I took from the Vision Statement. The first one was Diversity and Inclusion. That was a really key part of what the Vision was
about. The second was Collaboration. In the whole sense of working across disciplines, within disciplines, creating partnerships with other universities. The next theme was Mutual Respect, you know, for faculty and administrators within the community of academics which I really liked. The next theme was Innovation. This whole thing of thinking outside the box. And then the last theme was Partnerships. Community Partnerships, community service but also public and private partnerships. And all of those [6:38] themes really agreed with me. I was like, “Wow!” Because my whole background was centered around that. Plus he said that they were looking – I’ll never forget these words – they were looking for applicants that could think outside the academic box. I said, “Well, shit. I’ve never been in the box!” [Laughs] So at first when I went there, I had no aspirations. It was just more out of curiosity before I flew back to the Bahamas. The more I talked to him the more excited I got because when I was doing my Ph.D. --it was in oceanography --, I was doing this pretty heavy duty mathematical modeling stuff that [there were] probably only four other people in the world I could communicate with. It was really very narrow. I passed my comprehensives and my qualifying. So I had about a year or a year and a half left. But, if I looked in the future about what I could do with all this-- there was nothing. I wasn’t excited. It was like wow, I had to make a really major turn in my life. So to everyone’s chagrin, because I was just so close to finishing, I switched. I moved over into Fisheries and Aquaculture. I had been working with a high school just voluntarily designing this solar greenhouse aquaculture system. I was very interested in recirculating systems and community greenhouses. I really wanted to be tied more to the community. I formed a committee in Fisheries and Aquaculture and challenged all the exams because I didn’t want to take classes. You know? I passed them all and I said I’ll get my own funding, which they didn’t believe, because no one ever does that. I said, “I actually will. I’m gonna have to leave the university. I’m gonna go move to Eugene.” I was in Corvallis. I formed a nonprofit corporation called the Amity Foundation and got my own funding to put together a community based solar greenhouse aquaculture system. Then I worked with the City of Eugene and the County writing economic development grant proposals. So I was the first one to
write proposals to get community gardens in Eugene in the city and outside. And even community
greenhouses. I wrote some gardening books and the proceeds from that and [gardening books] some other
authors [wrote] were used to fund an organization called “Tilth,” so the organic growers could have a
centralized place to bring their produce. Safeway [in Eugene] became one of the first big markets in the
country to carry organic produce because they had a central distribution. Because the growers were so
small, you know, they couldn’t... The big markets didn’t want to take them because they couldn’t be
consistent.

Moroh: Oh, so they consolidated the growers -

Head: We’d have a big walk-in cooler and everyone would bring it [the produce] in. Then we
would distribute it from there. It was just magical. So I’ve done a lot of stuff. Plus I worked in the private
sector as a consultant. I was [also] an Assistant Director in an Energy Office. I just loved the
entrepreneurial startup type of stuff. So I decided, “What the heck, man, I’m gonna apply for this.”
So I created my platform under those five themes. They called me in for an interview. So they flew me in.
My whole platform was centered around the themes but in terms of the specifics of the Sciences, I said I
was not going to have departments. I wanted things to be interdisciplinary. And then, as you remember, we
had clusters. There was going to be a Science cluster, a Business cluster, – we didn’t have a Business
cluster at the beginning but there was supposed to be one. I talked about [how] I really wanted to link the
Sciences with Technology, particularly Computer Science with modeling and then with Mathematics. And
then Economics with the Business cluster. And then the Policy side, I wanted to link that in with the Social
Sciences.

Moroh: So did you have these discussions with Steve Arvizu before you came?

Head: No.

Moroh: When you talked to him he -

Head: No, he just – all right.
Moroh: He just handed you the Vision Statement.

Head: All right. Steve Arvizu told me not to apply basically. [Laughs] He said it was going to be very, very competitive. He didn’t know my background. You know what I mean?

Moroh: Yeah.

Head: He said there were going to be, and there were, thousands and thousands of people that applied. I think that because I had no expectations and because I really did think outside the box and I was very creative, you know, I think that I was kind of an intriguing person. I think most of the people that applied were professors, you know, because they were coming from academic institutions. I remember the person going ahead of me in the interview was a full professor at some big university. I said, “Jesus Christ. I’m not gonna stand a friggin’ chance.” Right? [Laughs] So I did the interview. They did some phone follow-ups. And then I got a letter from Peter Smith inviting me to be a Founding Faculty member. I was so excited! I’ll never forget this, Marsha.

Moroh: And you got the letter in the Bahamas.

Head: I got the letter in the Bahamas. It took a while to get there.

Moroh: On the boat.

Head: Yeah. [Laughs] It took like a month to get there. And so I didn’t have much warning. So I got the letter and our dining commons was called the Lizard Lounge. At that time there were a lot of scientists from the United States there doing their research. It’s a great place to do research. A lot of them were assistant professors, you know, working really hard to get tenure. So I walk into the Lizard Lounge and I make this proclamation, “Hey, you guys. I’m so excited. I’ve just been offered a faculty position at this new campus, CSU Monterey Bay.”

Moroh: With tenure.

Head: Right. And then I said, “Hey, they offered it to me with tenure. Should I negotiate that? What does that mean?” They wanted to throw their Kalik beer bottles at me! [Laughs] To this day I get a
raft of you-know-what from a number of them that I keep in contact with. They were floored. They had to
take a look, they had to look at the letter. They said, “You’re not only hired with tenure. You’re like a
friggin’ Full Professor.” [Laughs] They said, “We’ve been working for years and years and years. It’s not
fair.” I was so ignorant. I didn’t know what tenure was. I didn’t know what it meant. I kind of knew what a
[13:09] professor [was]. I thought when I was going to school everyone was a professor. I didn’t realize
Associate, Assistant. I really didn’t delve into that kind of realm when I was doing my Ph.D. I left the
academy so I didn’t care about that. I wasn’t going back into academics. I was so ignorant. Because I was
so ignorant they kind of laughed at me. They knew I was being innocent. [Laughs] They kind of laughed at
me. But it was really funny. So then I called. I called Peter Smith when our phone was working. He thinks
I was on a hammock, but it was just a bad connection. He thought I was on a hammock drinking a Mai Tai
or something because there was this crackly connection, and that it was the wind coming. It wasn’t that at
all.

Moroh: [Chuckles]

Head: So I called him to accept the position, but I said, “Hey, okay, I’m the outlier. I mean I know
I’m the guy that is thinking outside the box and I’m kind of that person, that eccentric scientist that you’re
bringing on.” I said, “Who’s the team? What’s the team here?” You know because when I learned we had
to start like in eight months, right? I said, “Okay, who are the other people so I can contact them and really
kind of get the lay of the land, you know, what in the heck we’re really doing?” And he said, “There is no
team. You’re it!”

Moroh: You were the first one hired, huh?

Head: I was the only scientist they hired. I had a dual reaction. One was to go, “Oh, my gosh!”
But the other one, because the side of me, I love startups. I’m very entrepreneurial. I was excited as heck. I
wasn’t sure what the heck I was gonna do, but things tend to work itself out. I was elated. I thought, okay,
I’m sure there must be reasons why you only hired one scientist. I’m not gonna get into that but it’s really odd, you know, that in such a quick startup you would only hire one person to get the thing going.

So that was my initiation to the academics. We were lucky because as you know when we started, we were thirteen Founding Faculty if I remember correctly. We were able to bring on two more. One of those persons was Jim Rote. I was really intrigued with Jim because he was a marine scientist that got his Ph.D. at Stanford, but his main contributions were he had been working in the State Legislature with Sam Farr --that’s why he became such good close friends with Sam and Shary --and with NOAA [National Oceanic and Atmospheric Administration], working on getting Monterey Bay designated as a National Marine Sanctuary. So he was actually my first hire because I was so interested in connecting Science and Policy. The only sad thing with him is that he had multiple sclerosis and at that time he was just on a cane.

Moroh: I remember. One cane. And then two canes. And then -

Head: Yeah, I didn’t realize that stress is like the worst thing for multiple sclerosis. So as you know, we worked 16, 18 hour days. He would work like one day and then he’d be gone for two or three days. It was just driving him crazy emotionally and mentally because he was feeling like he was letting everybody down. He just couldn’t sustain. And multiple sclerosis, as I got to know about it more, is exhausting mentally. It’s not like you’re just tired physically and you can still work mentally. It tires you all over the place and so he just couldn’t get mentally up. You can imagine the toll it took on him emotionally, feeling that he was not carrying his weight and everything. So he had to resign a few years [17:00] later. I worked with Shary Farr to get an endowment for Jim. So we now have the James W. Rote Endowed Professor in Marine Science and Policy. James Lindholm is filling those shoes eloquently. Jim Rote would have loved him. Jim was a triathlete, you know, really a stud. And James is a triathlete. They have very similar personalities. [Laughs] I think they would have loved [one another] – I wish that they had known each other while Jim was [alive].

Moroh: They would have really liked each other.
Head: Yeah. While he was still alive. But that did not happen. But yeah, becoming a Professor at CSU Monterey Bay was accidental to be honest with you. It was just one of those timing things that you never can plan for.

Moroh: So on the day when you showed up actually for your first day of work, what was your reaction? Was it as you anticipated?

Head: Well, the first day, first of all I was kind of wandering around trying to figure out where to go and I was directed to Armando Arias’ office. I’ll never forget this. I’m like an Eveready Bunny, you know, just energized all the time. I was ready to rock and roll. I said, “Okay, we’ve got to get this thing started.” And I’m just jumping up and down. And he says, “Well, go for a walk on the beach. We’re not quite ready for you!” They showed me our office and my office was basically an empty room with a phone on the floor that didn’t work. [Laughs] So I went for a walk and I realized that this is indeed, you know, a startup. I was a bit concerned because of the short timeframe on the startup, and particularly given the Vision, pulling off that level of innovation let alone of excellence is not easy to do. It’s something that takes a little bit of time and calibration. I was concerned about rushing into things and all the aspects of hiring. We were on a friggin’ boot camp. There’s no Science buildings in a boot camp, right? And it’s like how am I gonna have a program in the fall that’s going to have any credibility? Right? Let alone hire faculty. So yeah, the first day was very, very symbolic. I’ll never forget it.

Moroh: [Laughs]

Head: So it got better after that. [Laughs] Everything was just in so much of a rush that it just felt like everyone was coming on mainly at the same time. None of that bothered me, to be honest with you. I’m okay with a bit of chaos, to be honest with you. So I was still very, very excited about it all and looking forward to meeting everybody.

[20:04] Moroh: So you probably got there before the rest of the faculty then.
Head: Ken Nishita showed up that same day, too. But it was before we had our big faculty meetings. Yeah, yeah.

Moroh: Big faculty meeting all twelve of us, right?

Head: Yeah, all twelve. Yeah, or thirteen of us, yeah, right, right.

Moroh: Yeah, okay. So the early days were defined by innovative assignments. So [in] your first assignment, what did you see your role as? What did you envision you were actually going to do once you found out you were the only science faculty?

Head: I think it was pretty easy to figure it out. I was the Science Cluster, right? And here’s another, Marsha. This whole chain of events with CSUMB has just been remarkable. Again, something that was totally unpredicted. Something that was totally unanticipated. NASA, in between [sending] lots of rockets up into outer space and taking photographs of our blue planet, we as a civilization started looking at the Earth kind of as a system rather than kind of all these individual things. God, what a beautiful planet! We’ve looked at it kind of from a microscopic kind of level. Never from that macroscopic outer space perspective. At that time, right at that time in 1995, NASA came out with what they called an Earth Systems Science Education Initiative. They put out a request for proposals. Of course we didn’t even have a program yet but that didn’t stop me. [Laughs] I was a PI [Principal Investigator] on the proposal. We submitted a proposal to ESSE [Earth Systems Science Education]. The reviewers’ comments were quite interesting. One reviewer said, “Who are these turkeys? They haven’t even started a university and they want to be involved in this big program?” But the other two reviewers plus the program manager loved us. You know, it’s like Wow! What an opportunity to get a program involved that really is committed to interdisciplinarity! You know, I used the same platform as I did basically when I applied for the position. That vision really never changed in terms of trying to merge departments, have it interdisciplinary. That’s exactly what ESSE was looking for.
So we were chosen as one of 45 universities! These other universities were like Cornell, Berkeley, Princeton, Penn State, New York University, UCLA, Stanford, Rutgers. On and on. They were really heavy hitters. NASA did that intentionally. They also had some smaller universities. They had a good mix of universities. They had big ones. They had private and public. They did a really good job. They really wanted to bring in some of the heavy hitters because they were committed to have curriculum changed. They wanted to see interdisciplinary majors come. They wanted to get away from the kind of departmental siloing that was happening, to form an Earth Systems Curriculum which would merge the boundaries. Not just boundaries within Science but also across things, in Computer Science, big data using GIS, modeling, remote sensing, all this technology stuff. I was very interested in the policy side because they hadn’t considered that, but that was an element we really brought in on a strong front. It was a real exciting time.  

[23:40] We were funded in 1995. We made great progress. The universities all were developing curriculum. That’s when I put together my Earth Systems Science and I added the Policy to it. But that’s where the Earth Systems Science came from. It was the funding initiative from NASA. The reason I went with that was – because that was a hard decision, what to call something. Because if you call something Earth Systems Science and Policy and no one else calls it that you don't have a chance in hell, right? So I called it that because we had the big hitters that were in the playing field and that made all the difference. That’s why they chose those people because they knew that if people like Berkeley and Rutgers and Princeton and Cornell really grabbed it . . .

Moroh:  then that would be coming. . .

Head:  . . . yeah, it would have an identity. Then the smaller schools could come along. So when a student looked at an Earth Systems Science program, they’d see it out of Berkeley and they’d see it at CSUMB and they’d go, “Okay, man, this is really, really cool.” So strategically it was a brilliant move. We all appreciated that, the whole group. The fact that they had 45 institutions rather than just a few was also a big investment. It was exciting! It really provided me the catalyst to rethink about how I was going to put
this program together and provided me with confidence that actually I could put it together and it might
have some traction.

**Moroh:** And probably helped you attract faculty as well.

**Head:** Yeah, the whole thing. The problem [Laughs] [Sighs] - Ah, the problem. The problem, now
that I’m coming back in the real world, is that everything is at the vagaries of politicians. So it lasted as
long as Clinton lasted. So when he left in 2001, [Earth Systems] Science Education disappeared. It did not
have enough lifetime to get enough traction. So a lot of these campuses dissolved their interdisciplinary
majors. There are some Ph.D. programs like Irvine, Stanford and other programs that have Ph.D. programs
that are Systems Science. Most of the undergraduate programs went back to their departmental. . . . They
still do collaborations but they’re still biology or ecology or blah, blah, blah. They dropped the Earth
Systems Science name. We kept ours for a while but if I go to Hartnell Community College and talk to a
counselor they would say, “We don't know how to explain your major. We don't know whether it’s a
Geology major, or what it is, and so we have a hard time recommending students even going to the
University.” That’s why ultimately we changed the name from Earth Systems Science and Policy to the
Division of Science and Environmental Policy and then now it’s the School of Natural Sciences. You
know, with departments in Biology and Chemistry and Marine Science and Environmental Science. It’s
really, really interesting how the evolution … but if NASA had had …

**Moroh:** A couple more years.

**Head:** ...yeah. If they had some more years I think that it would be a major that would be well
recognized. I think it was appropriate. There were some of my faculty that were a little disappointed we
changed the name. But I think it was appropriate. It required too much explaining. I’d go to places and try
to explain Earth Systems. When you have to explain it a lot you know there are some problems there.

**Moroh:** Just jumping ahead to now, so this year Science split into the various departments and now
they have Biology and Marine Science, etc..
Head: Yeah.

Moroh: Do you feel that that was a timely thing to do?

Head: I do.

Moroh: Or do you think it’s kind of a shame?

Head: I knew there was a lot of controversy with that among the faculty and it actually got pretty personal, I understand. I wasn’t involved in it. I intentionally did not get involved in that discussion.

Moroh: Me, too.

Head: Yeah. I didn’t feel it was appropriate for me to come in and make any type of recommendation. But actually from the get go I felt that it was fine. The reason is because the way it was and as fast as it was growing it was just unmanageable for there to be a Chair of Everything. Right? There were just too many things going on. You couldn’t satisfy anyone’s need. So everything became, I think, mediocre. You really had to sacrifice quality, because there was just too much, too much to deal with.

Moroh: And it’s also, as you pointed out, when they have the Biology Chairs meeting of the CSU and then they have the Environmental Science Chair the same person has to go to all of them.

Head: Yeah. I’m actually fine with it. It’s like Marine Science. Marine Science has more undergraduates than UC Santa Cruz does in its Marine Science program. So I think that it lends itself to more focus. I think it still doesn’t mean that there won’t be collaborations. I think that it all comes down to the individuals and the people you hire. To be honest with you, when we were putting together the Earth Systems Science and Policy actually, and with the SIVA [Spatial Information Visualization and Information] Center, we actually saw the future. Because the future right now, regardless of names and departments, it’s all collaboration now. As an individual person it’s rare that in science you work by yourself anymore. You are working with computer modelers. You’re working with big data sets. You are working with computer scientists, mathematicians, you are working with people in different disciplines. It’s all being linked out of necessity. Because of the ease in which we now can collect large amounts of data,
now they’re using artificial intelligence to analyze the data. So I do think that it’s going to be interesting to
see how this all evolves. But I do believe, at least, where it is now, I’m actually fine with it. I think that
given the situation it was just untenable from a management perspective to think one person can handle all
of the different interests.

**Moroh:** So it was kind of a natural progression as we grew.

**Head:** Yeah. I think so. I know some of the early founding faculty felt that they had lost that
identity and collaboration and all of those things. I think those can be maintained just by bringing in the
right kinds of people and asking the right kinds of questions. So I don’t really dwell on it. I don't think it’s a
bad thing at all.

**Moroh:** Yeah.

[30:40] **Head:** Cause like for example, Andrew [Dean of the College of Science] right now, there’s a big
initiative -- I’m on the Science Leadership Council -- to look at mechatronics with an engineering type of
aspect particularly aimed at agriculture and bringing on agriculture. It’s really great to see the agricultural
community respond. They’re giving scholarships. We have an endowed professor. They have contributed
to the [new] building. You know, they feel like -

**Moroh:** They’re in on ground floor.

**Head:** Yes. So I do think that there’s some payoff. Then James [Lindholm] can focus in on some
of the marine realm, you know? So rather than everyone spread themselves out so thinly that they don’t get
anything done. So actually I’m pretty excited.

**Moroh:** I remember when the students used to refer to ESSP as an Every Stinking Science
Possible. Do you remember that?

**Head:** [Laughs heartily] Yeah, which it was! Yeah, right, yeah. I mean we were so naïve and
everthing which actually is a virtue of being naïve, you know, because you can take a lot of risks and a lot
of chances. But, you know, again, I thought as it grew and as the ESSE [Earth Systems Science Education]
program grew and we were able to bring on more faculty that we would have a pretty strong identity. I still believe that. It’s actually unfortunate the ESSE program dissolved. It was just premature. We were very upset. We wrote a lot of letters to Congress but it made no difference. We had a new President. He really didn’t care. And a new NASA administrator. They’d likely do different initiatives than the previous one. [Laughs] It was like a non-starter unfortunately.

Moroh: And I guess you were lucky you got as much time as you did.

Head: Well, yeah, we were at the right spot at the right time. It was an exciting time for everybody.

Moroh: Let’s go back to those early years and the work and the campus culture. Can you describe a typical day of those early times when you first got to campus?

Head: Well, they all varied of course.

Moroh: The kinds of work that you were doing.

Head: I’ll never forget. Jim [Rote] and I would go to a lot of meetings and I wish I had kept them – he would write limericks about some of these meetings because we were trying to figure out what these meetings were really about!

Moroh: Do you mean on campus meetings or community meetings?

Head: No, this was on campus with the founding faculty. A lot of it was just kind of soapbox type of meetings where people would get up on their soapbox and make these kinds of strong exclamations. We weren’t sure where everything was going. And then finally Bob Van Spyk, remember he put that calendar up and said, “Hey, you guys.”

Moroh: The PERT chart.

Head: Yeah. It was a reality check here, man. We’ve got to get a program going. But a lot of the earlier discussions, it really was a bit frustrating. We were kind of like a lot of split personalities. On one side we really valued camaraderie and collaboration. That’s what the Vision was talking about. And partnerships. But on the other side, we were confronted with limited resources and limited time. So for
example, I was struggling to even get approval to hire science faculty. I had all of the sciences. I would get like one faculty slot. And two, and how am I gonna run a full program? I think there were a lot of things going on behind the scenes. Because of the quickness of when we had to start, I think we were kind of lending ourselves to be defeated in a way. Even though we talked from kind of a general perspective, I didn’t really get a sense of collaboration. I got a sense that we were siloing ourselves because we had to get our programs going. You know, we talked about these big picture things but I didn’t feel like we had a leader on top of everybody to kind of like distill [things]. Sometimes we were going around in circles. We were kind of spinning our wheels in a way, and I wasn’t sure where it was all going in terms of how does this impact our curriculum? How does it impact who we are and what we’re doing? Peter talked about [34:57] outcomes-based education. I actually believe in learning outcomes, I really got that. But I didn’t get it in the way like Peter Smith said: “You can come in with all these experiences and blah, blah, blah, blah.” And some people didn’t want to have grades. There was all of this stuff. I said, “Well, let’s look at Santa Cruz as an example. They started like that. And, you know, you can’t scale it up.” So we were really confronting this issue of being a boutique-ish kind of CSU, which we weren’t going to stay. CSU’s aren’t boutiquey little private colleges. You know? How are we going to scale everything up? How are we going to make this all work? And I felt that we spent a lot of time on these boutique-ish things and people’s opinion about things. I know that Arvizu stood back a bit but at the end of the day nobody really synthesized the big picture things and really had us do some reality checks. So a lot of us had to spend time on the side really looking at the nuts and bolts of putting these programs together with the timeframe we had because, man, it’s going to be pretty embarrassing to open our doors in August and what if you don’t have faculty? You don’t have curriculum? One day I was asked, “Hey, Bill, you need to buy some equipment for your – what’s your equipment budget?” Christ, you know, I hadn’t been working on this, I had to come up with [a budget] and I said, “$2 million.” I had no idea what it was going to be, right? So it
was really hard because you were caught in between looking at some big picture stuff and at the same time you really had to put some flesh on the bone, right?

Moroh: And as I recall, you spent a lot of time building community relationships.

Head: I was out there a lot.

Moroh: While you were working in the inside you were running out going to Moss Landing and going to MBARI [Monterey Bay Aquarium Research Institute].

Head: Right.

Moroh: And going to the Aquarium.

Head: Yeah, and Hopkins. Yeah, the Aquarium.

Moroh: And trying to get into the club of those institutions who said, “Who do you think you are?”

Head: You know, one of my struggles -- and you know this in terms of at the beginning --, because when I first started, I’m a Marine Scientist. I got my master’s at Moss Landing Marine Labs. One of the first things I did because I had to decide on faculty hires, I had a meeting with the faculty at Moss Landing Marine Labs. They were in trailers in Salinas. I think that was problematic. I think they felt a little bit threatened. I think that before I got here Peter or somebody made some claim that Moss Landing was going to be absorbed by CSUMB. And they were just loaded for bear. But I didn’t know that and so they said, “Hey, we’ll be your Marine Science arm.” You know? And I said, “Cool. This will be great.” Because I went there, I had a great fondness for Moss Landing. Before the earthquake. I really loved my time at [37:55] Moss Landing. And so [for] my first hires I didn’t really focus on Marine Science because I had the whole of Moss Landing to work with. How wrong I was. It was probably one of my bigger disappointments because they had said they would come over and teach and they would help us develop our program and then that way we could evolve it, because I was interested in marine science and policy and watershed systems but I had to make some decisions on some of the initial hires. So we aimed more at like remote sensing and modeling, you know, bringing in with the ESSE side. With Moss Landing, as you
know, even though we gave them $100,000 a year, they didn’t come over and teach one class. They were just holier than thou. There was such an opportunity for this to really be magical. Of course our students could go over and take classes but the classes were all day. Then, you know, they started complaining our students weren’t well prepared for the classes. Of course, our response was “Well, why don’t you come over and teach some of our students so they can get prepared?” As you know, they didn’t do it. There was not one class that any of the Moss Landing faculty [taught] … in fact, they rarely came over to our campus.

We always went over to theirs. I was on the [Moss Landing] Governing Board. You had to deal with it, with Kenneth [Coale] the Director. I mean over and over again. So we did delay the startup of our Marine Science program because I was fairly naïve. I really did think that Moss Landing would step up to the plate. I thought, they have a great group of faculty. They would be our starting Marine Science program. And it’s really not very far away, it would be easy, and they would come teach some of our introductory classes. And then our students would go there. To me, ostensibly it looked really great. It just didn’t end up being that way. I think that in retrospect it’s okay. We put our own Marine Science program together. I funded the development of our Science Diving Program. When I realized that it wasn’t going to happen, we kind of had to change our trajectory. But I think ultimately it might end up being okay.

**Moroh:** I think the campus is now just inching towards where you thought you were going to be -

**Head:** Yeah, 25 years ago. Yeah, I know. I think part of it is they felt really threatened and I don't know who it was that claimed that Moss Landing should be part of CSU Monterey Bay. I assured them over again that that wasn’t going to happen, that I have a great fondness for Moss Landing and their autonomy. They were so close, you know. I said they would be the great marine arm. They have the harbor there. Our boats could be there. We could help fund [projects]. They have extra land. We were looking at building dormitories there, all kinds of things. It never happened. So, I put a lot of my efforts into the Watershed Systems and bringing in some technology particularly on that, on the technology side and the policy side. And economics. Because we didn’t have a Business program. So I hired an economist. But he
felt so isolated. He was the only one [laughs] and he finally ended up leaving. But ostensibly the idea was good in terms of what we were putting together. But yeah, an average day was a long day. I remember, not being within the system and being out in the Bahamas, I had no people that I had already pre-identified to hire. So I guess a lot of faculty already knew other people. But I would be looking at resumes and applications until three in the morning, trying to do my due diligence and trying to be thorough because these hires are so important, you know? Some people would come in and cut it really short and leave, you know, and I was like, “Okay...” I knew a lot of the marine scientists but again, I was not really focusing on that initially because I thought Moss Landing would fill that role. It was challenging because Jim was unable to commit at the level he wanted to commit at, so really I felt alone a bit.

**Moroh:** Yeah.

**Head:** I did talk with him [Jim Rote] but I had to be very careful because he was so exhausted and he was [felt] really guilty. He said, “Bill, I’m just too tired,” type of thing. But when he was on, it was great. We had great conversations. With the other faculty, everyone was working on their own thing. There was nobody that really got us together in terms of really crossing these boundaries. I mean we talked about these general big things but when it came down to some specifics like curriculum, like how are we going to share curriculum with you, and on the Math . . . . They hired some Math people that were pure Math people and they didn’t want to work with scientists. They wanted to do their Math and our students didn’t understand the Math they were teaching and couldn’t apply it in Science classes. Those kinds of crazy things that were happening.

**Moroh:** You did have some good hires despite all of that.

**Head:** Yeah.

**Moroh:** Some of your first hires were wonderful. Like David Takacs.
Head: Yeah, no. I’m very proud. I stole David from Josina because she wanted him as well. He was great. No, I’m very proud of the hires that I made. I think that a typical day at CSU Monterey Bay was never typical.

Moroh: [Chuckles] Right.

Head: Do you know what I mean? It was like, “Okay…”

Moroh: I think you’re right. This is an interesting question. So were there key moments of change or struggle that stand out in your memory? You already talked a little bit about how the ideas of the President were so different. Are there any sort of changes that you saw?

[44:08] Head: [long pause] Probably. I’ll talk about the negative side first and then get rid of that and then talk about maybe the positive side in terms of key moments. Probably the one that hit me the hardest, because I think again maybe it was my naiveté. I came here because of the strong statements in the Vision Statement of collaboration and mutual respect, all of that. When the President and the Provost started having their differences and then some of the founding faculty did some very personal attacks particularly on the President and then personal attacks on other faculty, it really made me take a step back, I must say. I was profoundly affected by that and profoundly disappointed. I was surprised [that] at the leadership level someone didn’t bring a halt to that in terms of the code of conduct. Maybe we were just letting everyone do whatever they wanted to do, but it was a poor code of conduct.

Moroh: I remember ‘Run until you’re tackled.’

Head: What’s that?

Moroh: That was Peter. ‘Run until you’re tackled,’ right?

Head: Yeah. Maybe it was a christening for me because I gave a lot of people the benefit of the doubt. Some people would get on their soapboxes and talk about all kinds of things that weren’t that relevant, but I would listen and be very respectful. Because the attacks were so personal and vicious, they were not professional at all, and no one was calling them on it. What happened was we used to exchange
ideas on email and all kinds of things. Email was a major mode of communication for a lot of the faculty. It just shut it down. If someone said something that was in response to what someone said, it would be just a barrage of negative things coming back to that person and calling that person a racist or all these things that were just unacceptable to me in terms of code of conduct and behavior. What it caused me to do was actually step back from feeling like the environment was really truly as collaborative as the Vision was laying out. I was disappointed. In fact, I don't know if you were part of that group when we went to Arvizu’s house. We tried to get him to make amends with Peter because this was driving everybody crazy. That all never happened. But on the negative side that, if I think back to the early years, that was a big moment for me because I started to hesitate then. I wasn’t hesitating before.

[47:26] Moroh: Did it change the way you were working?

Head: Absolutely.

Moroh: What happened as a result of it?

Head: I became less quote-unquote collaborative in a sense.

Moroh: It was too much of a risk.

Head: Well, yeah. And everyone was on these negative tirades and we were no longer talking about intellectual things, about curriculum. It was too much Dr. Jekyll and Mr. Hyde. I couldn’t embrace someone who just called someone a really negative, nasty name. I couldn’t go over there and feel like I could have a really good conversation when it wasn’t fixed. It wasn’t brought out. It was not behavior we would condone in our students. It would be something that we would – like when I put UROC [Undergraduate Research Opportunities Center] together, I had a strong code of conduct and we didn’t have that. So for example, I’ll give you an example where I put some of my efforts into. I still collaborated and everything. It was challenging, I must say. There was a time like when Steve Moore and I met with people in the Social Sciences and we wanted to do some collaboration and they were not really interested in collaborating. We didn’t have a Business Center so we really didn’t have a sense with Economics. People
seemed to be already becoming siloed because of the quick startup and really trying to create their own
identity and their own programs. So I think that a variety of circumstances forced that. I think the time
element was a big thing. It’s unfortunate that I know that [President] Clinton needed to come out on Labor
Day and open it up. But it was such a bad decision to really try to put together such an innovative program
in such a short -

Moroh: So fast.

Head: So fast. And I think we paid a dear, dear price. And we paid that for quite a while. But what
I did, for example, I shifted a bit. Because I’m such a positive person, you know, I didn’t want to get caught
up in that kind of negativity. That’s not what I came here for and it wasn’t of interest to me and just leads
nowhere. So I put a lot of effort into, as you know, figuring out how to get a Science Center. Because we
had nothing. We had to convert a dental -

Moroh: The blood bank.

Head: Yeah, the blood bank. The Dental Building. So I was fortunate to get money from the
Community Foundation and from Packard. We hired Stanford Research Institute. I had been following this
NSF initiative. The National Science Foundation had an initiative called Project Kaleidoscope and it was
just beautiful. It was looking at particularly undergraduate education in STEM and in new pedagogical
ways that were more inquiry based and have the students engage in research and activities. But
additionally, it was really taking a fresh look at architecture. You know, because science buildings
traditionally are very staid. They’re kind of linear and they’re dark usually and they are compartmentalized.
They don’t create a lot of bumper car space. [Chuckles] Project Kaleidoscope was really trying to shift
with these new ideas of pedagogy and teaching. We have to have new ideas in the way we design and
construct Science buildings. I thought, “Wow, this is perfect.” So working with Stanford Research Institute
we came up, as you know, with this concept of a Science Plaza. Because one building wasn’t going to be
enough. I got real excited about that. We got a little more money from the Packard Foundation and we
were able to get the State to put in money for a Science building. [sigh] Unfortunately [long pause]… I’m not sure, but I think it was just a combination of things. We had our facilities people who were very conservative. I gave the facilities people and Anshen & Allen architects, Project Kaleidoscope and I was real excited about the new building. Stanford Research, they were great. They had really good preliminary [52:04] designs that were really airy. But to cut to the chase, when I saw the initial drawings and everything, it was a Science Center that was boring. It was dark. It was uninviting. And when I challenged the people at the University I got nothing but negative feedback. And eventually I was told not even to contact the architects anymore. When I went to the facilities people I said, “Why aren’t we doing something that’s innovative here? You know, I mean it’s just the perfect time for us to do this. Particularly with our Provost, interdisciplinary.” They said, “Well, we don't want to make any waves, you know, because if we do we don't know if we’ll get more funding from the CSU system.” And I said, “Well, that’s a bunch of bull crap.” You know? “If you do it right then everybody is going to really look at you in a favorable way.” But the Science Center was – you know, one of those yin and yang things. It was a major accomplishment. It was the antithesis of what I wanted it to be. It was dark, uninviting, cold, narrow. And so I don't know if you remember this but being Bill Head, being the Energizer Bunny I am, I decided, “Okay, this is the way it is. I’m really depressed by it,” and I was. I was emotionally – I almost resigned to be honest with you. But instead of that I wrote another proposal. I wrote a proposal to the Economic Development Agency for $5 million to build a lecture hall and a meeting room that would be -

**Moroh:** Attached to -

**Head:** - adjacent to the Science Center. And my thought was that would be an anchor for another building and get the momentum going and we could bring [in] funding. But at least we would have a building that this – I’m not gonna let anyone not have it be airy and open and inviting. [Laughs] And we got the money. We got the $5 million. However, I had taken a sabbatical and during that time Peter Smith
reallocated it. In that initial proposal, I had a small amount of money to convert an existing building to a Visitors Center, right?

**Moroh:** A-huh.

**Head:** And it was just a small amount of the $5 million, right. It was already an existing building and it was just kind of doing some retrofits.

**Moroh:** Yeah.

**Head:** And so when the money came Peter repurposed it. I remember the word. He repurposed the money for the Alumni Visitors Center which has like a friggin’ fireplace. I was friggin’ livid. I couldn’t understand. I went to Peter and he made some bureaucratic excuse. And Cindy Lopez, she still laughs to this day because I refused to go into the Alumni Visitors Center for over a year. She would call me and say, “Bill, I know you won’t come over here!” When I was submitting grants I would send it to her and [say] “I’m not going to enter that building.”

**Moroh:** I stood next to you at the opening of the building.

**Head:** So you remember that! [Laughs]

**Moroh:** I do. It was all we could do to keep you from throwing tomatoes.

**Head:** Oh, man, I was so pissed. Even when they had the Science Center going up when I drove onto campus I would intentionally take a route that I could not see the Science Center

**Moroh:** The Visitors Center, you mean?

**Head:** What was that?

**Moroh:** You mean the Visitors Center.

**Head:** No, the Science Center.

**Moroh:** Oh, the Science Center.

**[55:18] Head:** Yeah. And so okay, and so all right, they rechanneled that money that was going to be a
lecture hall. I didn’t give up. You’ll remember this. On the first floor of the Science Center as you walk in
on the left there’s a big lecture hall and then there’s a roof. I was able to get money from you, thank you,
Marsha! And so Anshen & Allen, who were the architects, did kind of a feasibility study of putting a big
meeting room on top of that. It would be on the second floor. And the meeting room would have this
beautiful vista, a view. We had no meeting space, we had nothing in the friggin’ Science Center. We met in
this friggin’ basement. I mean it was embarrassing how unplanned this was. So anyway, this was to have a
conference room, a meeting room where we could have speakers, we could meet as a group, we could have
fundraisers there and really show off the place. You know, have these nice vistas. They did the whole
feasibility study and came up with the cost of a million dollars. I think I presented it to you or whomever
and by that time [Laughs] – it just wasn’t gonna happen. I kind of gave up. I must admit. Man, because I
don’t usually give up. I fought as hard as I could. I guess the only redeeming thing in the Science Center
was, I know David Takacs took the lead on this, but the faculty on the third floor, appropriately, put a
plaque by the bathroom.

**Moroh:** That’s right.

**Head:** Which is called –

**Moroh and Head:** The Bill Head head! [Laughs]

**Head:** It’s a great legacy for me, I love it! [Laughs] I love it! Oh, man. Do you know what I mean?

That was so appropriate! But it’s really neat because being on the Science Leadership Council there’s a lot
of movement now for, I think it’s like an $80 million building, you know, a Science building. So I’ve been
talking to Andrew, “Please have some openness to it. Some bumper car space.” [Laughs] You know, really
inviting and not just negative. We had narrow halls. It was this really cold concrete. You know. “Please get
away from that coldness and make it inviting, like it really should be!” Because Science can be so exciting!
Particularly in today’s age. [Laughs] So anyway, I’m proud of the fact that the first new building on
campus was the Science Center and all the work that you put into that was phenomenal, too.
Moroh: Well, and the labs themselves are lovely.

Head: Yeah.

Moroh: The only part that’s really nice.

Head: Yeah. Yeah. But I remember because we didn’t have a graduate program so we had a very hard time getting research space. I just couldn’t believe we couldn’t get meeting spaces, you know? It’s like how in the hell do you have a meeting? What happens when we want to bring some people and have them give talks? We had to reprogram a room that wasn’t even supposed to be on the grid, right?

Moroh: Yeah. The loading dock.

Head: Oh, God. It was so embarrassing! [Laughs]

[58:26] Moroh: I know, I know. So what made you decide to leave [the Science Center]? Was it just time?

Head: It was just time. You know, to be honest with you I had really a bad experience with the Science Center. I was in there for a while but determined to get out of there. I didn’t like coming to the Science Center. It just really affected me and stayed with me for a long time. It still does. But you had asked me to work on the McNair Scholars proposal. I had run an internship program. I was very proud of the internship program I had. It had money from a lot of different sources. But the outcome for the internship program was very different. The outcome was really to get the students employed right after they graduated. Because I had such great contacts with the community, like you said, I spent so much time out in the community and because of who I am I set up a really I think a top notch internship program. I paid all the students so they could work in smaller organizations. The organizations didn’t have to pay. They had learning agreements. The organizations loved me. Every one of the students got great jobs. I really, really enjoyed that. But then, when you asked me to work on the McNair Scholars program you know, most of the programs I looked at were more to get the students to graduate [school], right. Even the AMP program was to get them to graduate [school], the Alliance for Minority Participation. When I read the McNair Scholars philosophy I had to step back. I said, “Wow, we are not doing a good job, are we?” Because we
had capstones which the students presented in the Spring. We had a capstone class in which not once were the students talked to about graduate school. We had a Monterey Bay National Marine Sanctuary symposium on campus. Not one of our students would ever present. When I’d go to Capstone in the Spring I’d ask what the students are going to do. They had no idea. They said, “Well, I’m gonna apply to grad school in a year or two,” which of course most of them will not. So I had this awakening moment, Marsha. It’s like I’ve been a friggin’ charlatan! We have great students, but we’re accommodating them. We’re like saying, “Everybody, you are doing a great job.” But we’re not preparing them to be successful, particularly at the graduate [school] level. Because the McNair Scholars Program’s goal was to get students not just into Ph.D. programs but Ronald McNair wanted them to be leaders, to be effectual. Not just getting in because they were underrepresented or first generation or any of that. They wanted them to be accomplishing and make a difference. That just rang true to me. It was hard to get funded because the people who had previous McNair grants were given 15 points extra credit.

**Moroh:** To break into that.

**Head:** We had to have a perfect score. We got 99 out of 100 and I was really pissed we didn’t get a hundred

**Moroh:** Wow.

**Head:** But we were the only campus, the new campus brought on that year. I don't know if you remember this. I had written the proposal with Renée [Curry]. It was great because it was across disciplines. It fit my philosophy perfectly. I loved writing it. And it was to get students into grad school and all that. It was just great. It had research experiences. And I just really fell in love with writing it. But I didn’t know anything

[1:02:07] about the review cycle. So I started a sabbatical that fall. And you called me in September, end of September, I was on sabbatical about a month or so. And you said, “Bill, we got the McNair Scholars Program!” “Oh!” I said, “Great! That means we can start up next year when I come back from my
“sabbatical.” “No, we have to start it in two weeks.” [Laughs] “It starts October 1.” [laughs] Do you remember? We had to go through all the hiring process and everything. I had to drop my sabbatical and come back. But that was the genesis for the Undergraduate Research Opportunities Center. I am in contact with a lot of our students that are doing their post docs, finishing off their Ph.D.’s. It’s just magical!

**Moroh:** And most of them went through the UROC program?

**Head:** All of them, yeah. I’m proud of UROC, not only the impact it had on the students we dealt with but I believe it had a really strong impact on the culture because now faculty are doing research. They’re engaging their undergraduates. They really are. Working with them to get into grad school. Before we spent all of our friggin’ time on the capstone, right?

**Moroh:** Um hmm.

**Head:** And what was happening, the student would send something to a faculty member who would redline and send it back and the faculty member ended up writing the gosh darn thing, you know? And it was never presented anywhere other than at the capstone [festival] which really doesn’t have much impact or much meaning, right? So with UROC I had funding not only from McNair but all kinds of sources, as you know. Plus I’m really proud of the fact I got a $2 million endowment which enabled me to bring students on regardless, because some of my funding was restricted. You’re either first generation or low income [in McNair]. I didn’t want it to be restricted.

**Moroh:** You could also broaden the field.

**Head:** Broaden the field. Be in any discipline, it didn’t really matter. Because I would not have been good if it was just McNair Scholars. McNair Scholars had to be first generation and low income. Or underrepresented. I’m not in favor of just having that kind of a program, particularly given all the benefits. So I was really proud that I got lots of money from a lot of different sources to fund whomever applied and was qualified, regardless. We had a great mix of students from a lot of different disciplines. I go to a number of graduations and they’re all having kids now. [Chuckles] But one of my students who is at the
University of Washington is in diabetic research and she was a UROC Scholar. She was not writing really well. What was going on? It ended up she was really severely dyslexic. So we had her tested and I paid for her to get some training. She is finishing her fifth first author publication as a grad student. And everyone [1:05:20] wants her as a post doc. She is just radiant. She called me out of the blue, “Bill, I’m looking at a post doc. I want to talk to you about it.” You know? But it’s just like those kinds of stories, as students they have, they get to – not only their identity but their strength, and that’s what I really valued about the McNair, that philosophy. I hadn’t really looked at – wow! Because I really wanted to demonstrate to our University that our students could really achieve at the highest level. And they obviously can. They can bat in the big leagues, so to speak, right? [Laughs]

Moroh: Yeah.

Head: We would get five getting the GRFP [Graduate Research Fellowship Program] which is bonkers! The first time we did the pre-doc with the CSU, I got five students in that. Yeah. It’s just giving the right kinds of support and the right kind of mentoring and the right opportunities. I think the big thing for us at the beginning of that was when we put UROC [Undergraduate Research Opportunities Center] together we didn’t have a lot of research going on on campus, as you know. So because I had a lot of money from a lot of different sources, I was able to fund students to go to a lot of different places. And that was magical, Marsha, because a lot of these students hadn’t been to other places. So they had this kind of imposter syndrome. They didn’t know how they would stand up. And they did quite well. They were able to come back very robustly, thumping their chests and their shoulders back. It was magical. And then what was really a secret sauce was funding students to go do summer research at a university where they’re interested doing their graduate work. Because if they made the connections, it was like a piece of cake. If it didn’t work, that was fine, too. But that’s worked out really, really well. There are all of these things that just kind of fell into place.
Moroh: I think the byproduct, as something you mentioned before, was just that it increased our own faculty’s research productivity because when you have a student coming to you saying “I want to do research with you!” You’ve gotta be doing research.

Head: Yeah. Also, I’ve seen a nice shift in the CSU and it’s a really good shift, it’s a challenging shift but a shift where research is really valued. I think it’s a tough row to hoe because as opposed to UC where you are given so much leeway in terms of teaching to focus on research, at a CSU you are almost asked to do too much. You know? Because you have pretty heavy duty teaching and then a robust research agenda which requires serving on all the committees as well. I served on a lot of committees and I know Cheryl [Logan] does. You just have to get your name out there. And write tons of proposals. It’s not easy.

Moroh: To be everything.

Head: Yeah. To be a faculty member at a CSU I mean it’s just a lot of demands. And certainly across disciplines now. I know the Council of Undergraduate Research used to focus more on the STEM disciplines but now it’s in creative activities, in Humanities, and everything. There’s a lot of expectation in scholarship and engaging students. One of the challenges we had with UROC was some of the old school Humanities faculty said, “Well, I do all my research by myself. I don't know how to bring on a student,” type of thing.

Moroh: Right.

Head: You remember that. Those times are really changing.

Moroh: Right.

Head: Because what they’re finding is that when a student has an opportunity to do that level of scholarship or creative activities that actually is a really better indicator of how they are going to be when they go on in the profession or in graduate school. It’s really giving them an opportunity to express their identity. If they just take linear classes and things, is that really them? It also gives them an opportunity to kind of figure out where they want to be. To really promote themselves with some type of vision and
purpose. I’m working now with a lot of universities, with their faculty and undergraduates and graduate
students on mentoring around the Graduate Research Fellowship Program but a lot of it is just writing
proposals. How to write good letters of recommendation by the faculty. Working with graduate students on
all kinds of proposals and applications for scholarships. And now I’m working with a group of graduate
students at UC Santa Cruz and Penn State for capacity building. I wrote a big primer for the Graduate
Research Fellowship and so I’ve been mentoring a lot of students. But that’s an activity. That’s something
that, you know, I can mentor you, for example and that’s great but that’s just an activity. You [1:10:05]
benefit from it. Now what I want to do is work with the grad students who are then going to work with the
undergrads and other grads, you know, really develop capacity.

    Moroh:  Train the trainer.

    Head:  Yeah. You got it, yeah. They’re all excited because they’re students I’ve worked with, I’ve
mentored, and they’ve done really great jobs on their applications. They said they never worked so hard but
they never have produced something as brilliant as what they feel they’ve submitted. They really feel
strongly about it. And so they’re really committed to this. They say, “Man, I really want to help other
people. I just really didn’t realize that this was the benchmark, you know what I mean? I thought it was
down here.” One student -- I’m going to put her essay in my primer,-- she says, “I want you to also put the
first essay I gave you. [Laughs] Just to show the students where I started from. And where I ended up.”
There are dramatic differences. “You know, I didn’t start at this level whatsoever. And I thought where I
started from was pretty darn good!” [Laughs]

    Moroh:  Isn’t that interesting. So if you reflect back about all your accomplishments, it’s kind of
coming full circle. What you thought you could accomplish and what you did. You accomplished so much
in so many different areas. Do you think it was a successful endeavor? I mean would you have done things
differently if you had known then what you know now?
Head: I’m really proud. I brought in over $20 million in grants that were for student support, for faculty enhancement, for infrastructure development, for capacity development, endowments to keep the thing going both for UROC and for the Rote professorship. I’m exceedingly proud of that. I’m very proud of the work I did with the RTP document particularly considering I didn’t know what tenure was. [Laughs]
The thing about the RTP Document, when I wrote it there was a committee but we were just going around in circles. All these opinions and we weren’t doing anything. So I really used the Boyer model of scholarship where you value scholarship in the areas of Teaching and Learning, Discovery, Professional Application, University Service. But particularly within the aspect of teaching and learning because you know as a CSU a lot of this is just teaching. I understood exactly what he [Boyer] was trying to say. If we do value Teaching and Learning, we should value it at the same level that we do Discovery and Integration. It needs to be done at the level of scholarship. In other words, if you’re going to claim that your teaching is to be evaluated at a scholarly level then you need to communicate it. You need to publish on it. You need to go to conferences and present on it. You really need to look at the pedagogical implications.

Moroh: And you need to influence the practice of others.

[1:13:04] Head: And you need to influence the practice of others. And probably one of the most dismaying things to me. . . I served on the University RTP. I served on all kinds of friggin’ committees.

Moroh: So for the record, RTP is Retention, Tenure, and Promotion.

Head: Yeah. We fell back into student evaluations or maybe you would come in and observe and that would be the Scholarship of Teaching, even though we had a Teaching, Learning and Assessment Center. I don't think we understood what Scholarship of Teaching was really about. We had such an opportunity at those beginning years, in my opinion, to really take a look at . . . particularly since we were doing outcomes based education, right? But none of us were doing scholarship in that. So that was one disappointment. Another thing, when we put together the RTP document, when we put it together that it would just be a framework. It was explicitly stated in the document that each of the Departments or
Institutes or Divisions or Schools, or whatever they wanted to call themselves, were to take that as the platform, as the basic, you know, and then amplify that based upon what their needs were.

**Moroh:** Right.

**Head:** Very few, if any, did that. They fell back. So they did this matrix thing, so it was relatively easy for a faculty member to maneuver the system, right? And get tenure. Which was a little bit disappointing to me because that wasn’t the intent, but it ended up being the consequence of it.

**Moroh:** Right. But it was quite an accomplishment developing the document.

**Head:** Yeah.

**Moroh:** In addition to developing the Science program.

**Head:** Yeah. I’m very proud of putting ESSP together. I really value working with you and I’m certainly very proud of putting UROC together. The Undergraduate Research Opportunities Center. And kind of not only the impact it had on the students but also I think the impact it had on the culture of the University. I’m very proud of the endowments that have longevity, that will go beyond me, particularly within UROC and in recognizing Jim Rote. To be honest with you, the hardest thing, because I was so enamored with Project Kaleidoscope, was the Science Center. Like I said, I almost resigned. It really, really hit me hard. It hit me hard because nobody seemed to get it. They were in this rush to build it. And I asked the Facilities people, “Why? Why do we have to rush so fast?” And they said, “Oh, we have to.” And I don't think that was true. I think they lied. I think that we could have taken some time. Because I wanted to go out and visit some other campuses that were involved in Project Kaleidoscope. And we didn’t [1:16:16] do any of that. I didn’t understand why. I was incredulous. So I’m really happy to see we’re gonna get a new building. I hope that it will have some of the aspects of it that I valued when we designed the [first one]. At least the preliminary designs, we did the concept of it. I’m obviously very proud of the faculty, growing the program. I think I maintained my integrity through it. I was disappointed when things became a little personal, aggressively, in a negative way, by some faculty, in a way that was I thought was
a bit over the top. I was surprised. Maybe we should have established a better code of conduct. But I think we were all trying to figure out how to handle all of that and didn’t know really what to do. But I think it kind of distanced us from one another as far as a team went. Do you know what I mean?

**Moroh:** Yeah.

**Head:** I don't know what you’re hearing from other people coming in and talking to you, but I thought that there must have been a time of really bonding of these thirteen, fifteen faculty members. That’s the way I thought we started out because I think we all had that great intention. We were in this great adventure, in that we were going to sacrifice ourselves, basically. I worked 20 hours a day. I mean I never took a day off, you know? We all worked really, really, really hard but there was a purpose behind it and it was something that was driving us.

**Moroh:** And a deadline looming in front of us.

**Head:** We had a deadline looming, but you know, we wanted to get reinforcement from the other founding faculty and we tended to, I think, isolate ourselves a little bit in more of a protection mode. Because here I was just a little more cautious. I mean when you are hesitant it takes away from the spontaneity of things and this kind of repartée, of just sitting down with coffee [and having a conversation]. You tend to get within your own group and be with the people that you feel more comfortable with, that are going to support you. I was there for the opposite reason. I wanted to be uncomfortable. I really wanted to be shaken up a bit because I thought that’s what we were all about and that’s what startups are about. I wanted to visit other campuses. I just wanted to get all this stuff going. I worked with Marian Penn in the Service Learning Institute, getting that together. I didn’t have a monumental role. I worked with putting together RISE [Recruitment in Science Education] and the chemistry labs. [Laughs] You know, all these programs.

**Moroh:** You really had an amazing impact.

**Head:** Yeah, the Watershed Institute, yeah, the whole thing.
Moroh: Quite a legacy.

Head: It was a lot of stuff, yeah. You know. The faculty were great. I think that the Moss Landing partners were a little disappointing, obviously. I think now with James [Lindholm] at the helm. . . I worked a lot with UC Santa Cruz. They didn’t realize Santa Cruz had fewer Marine Science majors than CSUMB does. [Chuckles] They had many more faculty, trust me.

Moroh: Any other closing thing we need to talk about?

Head: No. I think this is actually an important thing to do. I am sure that you guys are getting very different perspectives from all the different faculty.

Moroh: Yeah, well we’ll see when they go up on the web, right? Then we can read each other’s things.

Head: Yeah. Before we close, What do you think about it all?

Moroh: We’re closing. We have a post script going here.

Head: I just want to add when we were first putting the Earth Systems Science and Policy program together, Susan Alexander who was at Stanford and also a postdoc at NASA, was one of my early hires as well. She worked with me as we wrote that proposal to be a part of that Earth Systems Science Education Program. Without her input and without her insights I don’t know if we would have actually gotten the award. She was very instrumental. I want to make sure to give all these people credit. Steve Moore, I’ll never forget, when we interviewed him he looked like he was 19 years old. He had a pony tail and was wearing a fanny pack. Boy, but he was indefatigable. You know, he just worked his friggin’ butt off. He was one of the first persons we brought on. All of the initial faculty were just phenomenal. I remember when we were trying to figure out how to organize our different courses, we had a white board and we had little stick’em notes. We were just writing the courses and trying to figure out where we were going to put where, what, and David Takacs and I were running around. I’m hearing, “No, it won’t work there because someone has to teach over there as well,” because we had so few faculty. But the initial faculty that we
hired were all phenomenal. Suzy [Worcester] and Steve [Moore] and David [Takacs]. You know. Susan [Alexander]. Everybody. On and on. Sharon [Anderson]. All of those people were great. Obviously they’re the ones who made the program. I was very thankful and grateful to have them as partners in putting this [1:22:20] all together. As I was grateful to have you. I’ll never forget when Jim May stepped down, we had to decide who was going to take over Dean. And of course you being you. . . .

**Moroh:** Nobody wanted it.

**Head:** I know. You being you, you said, “Bill, you do it.” [Laughs] Fortunately I said, “No, Marsha. I have to put the whole Science program together so you do it.” [Laughs] You turned out to be much better than I.

**Moroh:** I don't know about that.

**Head:** But you know, at the end of the day, when you look at it, it’s really the people. It’s the people and the energy. In this particular situation, you and I both experienced, it’s also the leadership. We had some challenges in our leadership. We had some differences of opinion in our leadership. I think we didn’t have a really great established code of conduct so there were some behavioral issues that I think got us side-tracked. I don't think it necessarily derailed us but somehow we took some different circuitous routes to get to where we’re going. We just didn’t have enough time to do that. I think that kind of impacted us. I wouldn’t give this up for the world. It was a magical experience and very memorable. Something that I will cherish as long as I live and beyond, I’m sure! [Laughs] I’m very thankful for the opportunity I had, and for any legacy, if there is any at all, that I have been able to leave at CSU Monterey Bay and particularly with opportunities to work with people like yourself, Marsha. I really appreciate it.

**Moroh:** That’s sweet. Me, too. The feeling is mutual. Post-post script.

**Head:** Yeah. It’s really funny because I hadn’t thought about this in twenty five friggin’ years. You bring out all these things and you realize that it’s all the people that make it all happen. With the Undergraduate Research Opportunities Center, I think you remember when I was brought back from my
sabbatical, we had to hire. Remember when we brought Jessica Brown in and she asked like a million
questions during the interview, right? Which were all really great questions and I was really intrigued. So
she always used to give me a hard time because when I called her references, I talked to each one for over
an hour because it was such an important hire to me, because I knew that if I didn’t make a good hire then
that was going to be really tough, because I had this big vision. UROC was still just McNair. I mean UROC
would not be what it is had it not been for Jessica. We were just like the perfect partners. She was a
phenomenal grant writer. We worked so well when we wrote proposals. We had fun writing proposals.
Really, I just want to make sure I give real deep acknowledgment to what she contributed to the foundation
of UROC and to where it is right now. Because if she hadn’t been part of my team and the same with
Bobby Quiñonez and others, but particularly Jessica, without her UROC wouldn’t be where it is. It was
just a joy working with her and it was fun putting UROC together because of that.

**Moroh:** That makes a huge difference.

**Head:** Oh, it makes a huge difference to have the right people.

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