

Regents for a year

Board members share confidences and criticisms of university's governing body.

With its \$8.5 billion budget and 149,000 employees, the University of California rivals some of the world's largest organizations—even a number of the world's countries. And with its 166,500 students and nearly 7,500 faculty, it is without question one of the world's largest educational institutions; equally without question is its reputation as one of the best.

The formidable task of governing this complex system of campuses, hospitals, agricultural stations, natural reserves and national laboratories falls to the 26-member UC Board of Regents. Four regents serve by virtue of elected state offices: the governor, lieutenant governor, speaker of the Assembly and superintendent of public instruction. Eighteen others are appointed by the governor to 12-year terms. The president of the UC serves as a regent as well.

And, in order to ensure that the board's voice includes a few new notes, a student and two alumni are added each year. Two of those members during 1990-91 were from UCI, with Jenny Doh, a senior in political science, serving as the student regent, and Martha Newkirk, who received her master's and doctoral degrees in social ecology, as an alumni regent.

No year in the university is dull, but 1990-91 presented especially difficult challenges as the UC shouldered its share of the state's budget burden. As their terms came to a close in June, Doh and Newkirk discussed the year's challenges and their experiences as one-year regents with UCI Journal writer Scott Nelson.

Q *In your view, could the regents more effectively guide the university's research, teaching and community service mission? If so, how?*

Newkirk: I think historically the system of shared governance has worked very well in that the regents have delegated the teaching and research efforts to the faculty. Look at where we've come in the last 100-plus years. It's in this time of perhaps the most dynamic change in the country and certainly in the state that the university will have to possess unusual vision and accuracy in predicting and preparing for the future, not just in terms of growth in the state—and, therefore, growth in the university—but in making sure that the university reflects the diversity within the state that it is preparing the leaders of tomorrow to represent.

Doh: From a student perspective, I think there is a need for the UC to rebalance the way we have traditionally weighted our threefold mission of research, teaching and public service. Specifically, I think that greater incentives or rewards for quality teaching are needed. And I think this can be done without devaluing the globally recognized research that the UC produces. It's something that must be done, in my opinion, as we anticipate tremendous growth in our student

population, along with the changing needs of our state in the years ahead. In addition, I think the regents are in a position now to take the next step on the issue of diversity. To a certain degree, the diversity that we want to reflect of the state has been accomplished at the undergraduate level. But in order to make that work, the regents need to focus more rigorously on diversifying the graduate students, faculty and staff.

Q *Every organization has strengths and weaknesses. What are some of the strengths and weaknesses of the Board of Regents?*

Doh: I think the board's greatest strength is that it is made up of regents who are genuinely proud of the university and who want to serve in its best interests. However, I believe that many of the regents are not interested in taking seriously or respectfully the opinions of those who make up a large part of the UC, namely the students. This is perhaps their greatest weakness because the regents' desire to serve the UC will remain just that, a desire, if they continue to marginalize the opinions of the students that the UC is here to serve first. In addition, I see the board's lack of non-white, non-male representation as a serious weakness.

Newkirk: The commitment on the part of the members of the Board of Regents is serious, diligent and devoted. They share their tremendous experience and expertise willingly and to the benefit of the university. And I think they do an outstanding job of overseeing the business and fiscal affairs and in setting policy in those directions. Their weakness is that they are more or less out of the same mold. They're out of business and corporate America. There are very few women and for the most part the regents represent one socioeconomic class. I think this could be better balanced.

Q *What challenges did you face as "transitory" regents, elected to one-year terms, rather than the 12-year gubernatorial appointments of your colleagues on the board?*

Doh: Whereas the gubernatorially appointed regents can take years to develop their knowledge about issues, Martha and I were faced with the difficult task of trying to learn the issues in a much shorter time. And for me, the greater challenge was in fighting the stereotypes that I view the regents as having that the student regent is a predictable and unsophisticated voice. Learning to articulate and polish the concerns of students took most of my energy. I wanted not only to present the reality of students, but to do so in a way that my words would have a lasting impact on the board. Finally, the greatest challenge was facing the painful task of receiving criticism from students who were unhappy with my inability to bring about revolutionary change. It's hard to explain what I see as a massively structural entity to students without sounding defeatist or cynical. And that's part of the reason the criticisms are there.

Q *As women serving on an historically male-dominated board, what barriers did you encounter during your terms? What other barriers remain?*

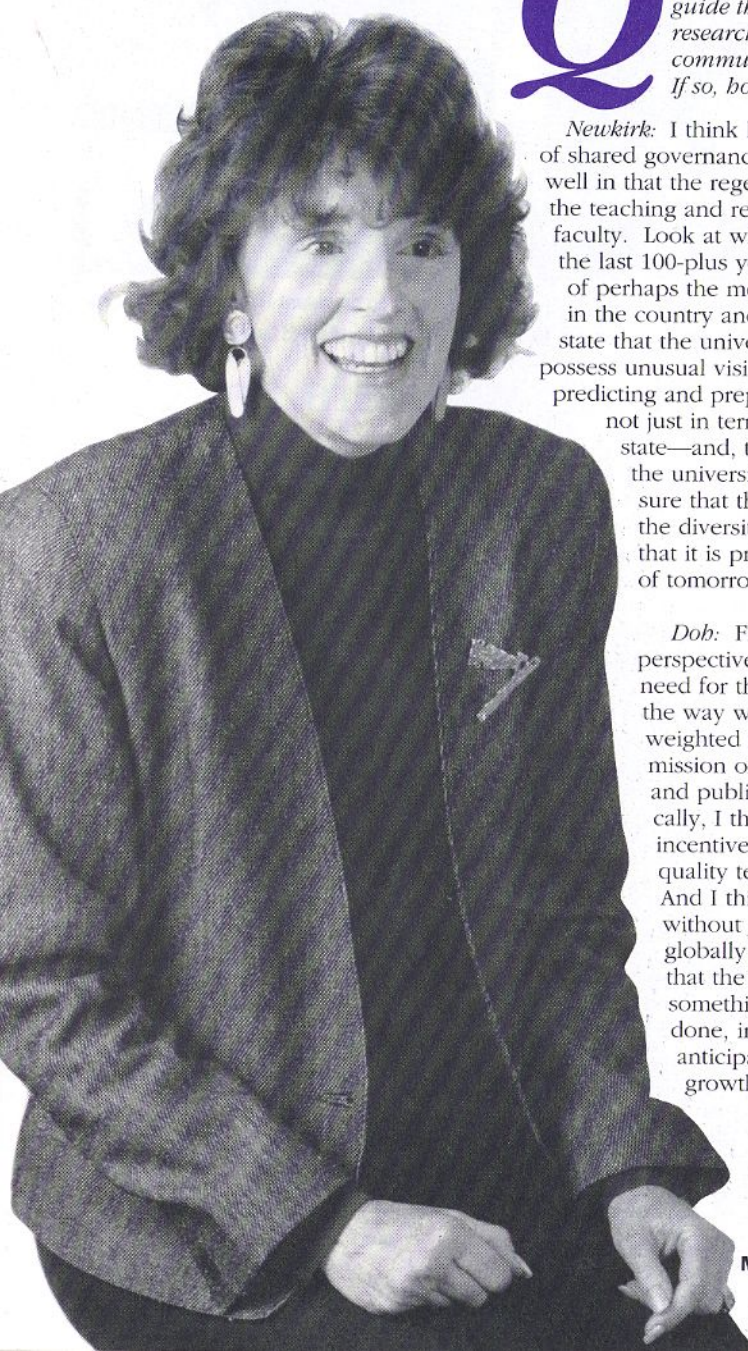
Newkirk: Early in my tenure there were two women among 19 appointed regents. In fact, I was the third woman out of 28 regents in total. Couple that with our short tenure and difficult task of gaining information, and being a woman just compounded the challenge. The rules, language and behavior that the regents are governed by, both in a formal and informal sense, are those of corporate America. Some of the women regents have no experience in corporate America. It puts them at a disadvantage. It means that women have to work harder, be better informed and make an extra effort to articulate to their colleagues their ability to contribute in a very meaningful way. I think these barriers will continue to exist until the composition of the board changes to reflect the numbers and percentages of capable women in society.

Q *Critical budget uncertainties, a dramatic fee increase and planning for a 10th UC campus in the face of rising enrollment were just a few key issues facing the regents this year. What are your thoughts on these and other important matters before the board?*

Doh: The drastic budget cuts implemented recently were not easy to make. All the regents felt the pain in having to make those tough decisions. However, I firmly believe that raising student fees by 40 percent in a year is not an equitable decision. That's why I voted 'no.' I think the students need to do their share, but they're being asked to do more than any other part of the UC. I want to be assured that the Office of the President researched every possibility, but from a student's perspective, I'm more inclined to think that some avenues haven't been explored.

Newkirk: The budget situation the state is facing in 1991 reflects a

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Martha Newkirk



Jenny Doh

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larger structural problem in California and in the nation as a whole. We have to start thinking about what the basic rights of every citizen in the United States and in California are, and about who is going to pay for them. Are we going to prepare for an educated population, for a workforce that can perform the tasks that are ahead of us, for a healthy population that has basic care? There was a great deal of angst among every regent with whom I had discussions, and there were many, about a 40 percent increase in fees in one fell swoop. Nevertheless, based on the available data, the majority of regents did reluctantly vote for the increase, but only with the caveats that the most needy students would be given financial aid and that the middle class doesn't get squeezed out. There were clear directives given to the president to track this very carefully and I think when we see the financial aid packages, these very groups will be given careful consideration. It's imperative that access to the university be open to every young person who is qualified and the regents feel a strong commitment to making sure that happens.

Q What do the regents see as the highest priorities and greatest challenges for the 1990s and beyond?

Newkirk: The greatest challenge is with the unexpected and dramatic growth that will occur within the university in the next 12 to 15 years. We're expecting 65,000 additional students and even with our long-range plans geared for maximum growth, it's going to be tough to accommodate that many additional students. A second challenge is to allow for an ethnically diverse student body, faculty and staff. Another challenge is improving the quality of undergraduate instruction without diluting the quality of research. And finally, but just as important, is the challenge to assist the state in becoming an economic and social leader in the Pacific Rim.

Dob: In addition to this and in light of the recent fee increase, the UC is hearing a lot of criticism about abandoning the middle class. The regents are very sensitive to these criticisms and they are going to have to prioritize the issue. Also, I hope the regents will someday prioritize the establishment of formal graduate student employment rights and the inclusion of domestic partners in university housing.

Q On a personal level, what were some of your most insightful observations and difficult decisions?

Newkirk: The issue that I spent the most time examining was the renewal of the energy laboratory contracts. When I

came on the board I knew that the opportunity to vote on whether the university should begin negotiating another five-year contract would come up within my tenure and that I should consider this very seriously. I did. I visited each of the energy laboratories—Lawrence Livermore, Lawrence Berkeley and Los Alamos. I talked to physicists and administrators systemwide and on the campuses. I talked to faculty. I talked to students. In fact, I received the most correspondence on this issue of any during my tenure. There was a disproportionate amount of publicity on the issue so I went back historically and tried to frame it in its proper context. The university manages these laboratories as a public service. But the university only has a finite amount of resource to devote to public service. The question was whether management of the

on the board with Martha in the same year, and having the president of the UC Student Association, Susan Polan, a graduate student of UCI, I think heightened UCI's representation in a very positive way.

Q What was your most memorable experience as a regent?

Dob: My most memorable experience was during my first meeting in February 1990. I was introduced to the board in the morning as the new student regent and during our lunch the board was introduced to Chang-Lin Tien as Berkeley's new chancellor. After all the introductions took place, one of the regents came up to me and, thinking I was Mrs. Tien, congratulated me on my husband's accomplishments. I think this experience served as an appropriate introduction, something to prepare me for the challenging kind of work I had before me. I don't think this regent had intended to insult me; it's just an experience that reflects the kind of insensitivity that can creep up on you if you don't keep up with the issues that are very, very important for the university and the state. I think it shows how much harder and faster some of the regents need to work to develop the necessary sensitivity. It also reminded me of the level of sensitivity I needed to work with for the rest of my term.

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nuclear labs was among the wisest choices to use those resources. After weighing this and the fact that the majority of Academic Senates on the campuses voted not to renew the contract—the first time they've done anything like that—I thought that the way the labs are managed now was not among the best ways the university could perform its public service obligation. I voted with the minority not to renew. The fact that a number of us voted not to renew, although we didn't prevail, has brought the very thoughtful attention of the president of the university, who has since restructured the management of the labs. It shows that even dissenting views have an impact on the university and do create change.

Q In what ways has your participation as a regent affected UCI's representation on the board?

Dob: I've noticed that during the regents meetings there is a tendency to view Berkeley and Los Angeles as the 'real UC campuses.' There's a belief that the rest of the campuses are striving to emulate the excellence that exists on those two campuses. As the first student from Irvine to serve as a regent, I'd like to think I have represented UCI's own excellence; not an excellence that we don't have and are striving for, but an excellence that already exists, one that's unique from Berkeley and UCLA. Also, being

Newkirk: There are numerous vignettes of little incidents that happened to me. But one that's very recent, although not flamboyant, probably had the most impact on me. Just a few months ago I was at the UCI Bookstore in the cashier's line and this student approached me and said: 'I remember you. You lectured in my class.' In fact, I had lectured in his Graduate School of Management class several months ago on public policy in higher education. He said very directly: 'You promised us that there was only going to be a 10 percent fee increase.' I probably did say that. He asked: 'What happened?' I think this is memorable for me because it pointed up the enormous responsibility of a regent, the unpredictability of certain events in life and the necessity to remain flexible in my thinking when I take on positions that affect other human beings. These had seemed like certain terms to him and I had a sense of that responsibility. I felt like a failure in that instance. I also learned a lesson that applied to the student: Have a broader view and be more aware of the possibilities that can confront a board like this. The responsibilities of this board are far ranging and dependent upon many sources for continuance and survival.

Prominent scholars fill peace chairs

Two prominent educators have been named to fill peace chairs in UCI's School of Social Sciences and the Center for Global Peace and Conflict Studies (GPACS).

Martin McGuire, professor of economics at the University of Maryland, College Park, will fill the Heinz Chair in Economics and Public Policy of Peace. Patrick Morgan, professor of political science at Washington State University, will fill the Thomas and Elizabeth Tierney Chair in Peace Research.

The Heinz chair was created by a \$300,000 gift from the Clifford Heinz family of Newport Beach; the Tierney chair through a \$300,000 gift from Thomas and Elizabeth Tierney of Santa Ana Heights.

"Filling these chairs will strengthen and affirm our commitment to international studies," said William Schonfeld, dean of the School of Social Sciences. "We are fortunate to have been able to attract such fine scholars to our

school and to the Global Peace and Conflict Studies program."

"We are absolutely delighted," added Keith Nelson, director of GPACS. "Together with existing staff and the future appointment to the Warmington chair, McGuire and Morgan will give our center the critical mass we need to pursue significant collaborative scholarship."

McGuire received his Ph.D. in economics at Harvard. His book, "Secrecy and the Arms Race," has been instrumental in helping scholars and policy makers analyze the so-called superpower conflict.

Morgan received his master's degree and Ph.D. in political science at Yale. His research areas include national security and American foreign policy, international and Soviet politics and U.S.-European relations.

UCI is thought to be the only university in the nation with three chairs dedicated to peace research.



Chancellor Peltason and former Alumni Association president Richard Evans, right, present Extraordinarius award to John Whiteley at Lauds and Laurels banquet.

And the winners are...

Extraordinarius

John Whiteley, professor of social ecology

University Service

Spencer Olin, professor of history, and **Sandra Campbell**, director of financial planning

Joseph Huszti, professor of music, and **Melinda Huszti**

Christine Moseley, coordinator, Summer Bridge program

Jenny Dob, student regent

Dorothy Strauss, board member, UCI Alumni Association

Edra Brophy, community philanthropist

Eric Nelson, former chair, CEO and founder, Nelson Research and Development

Community Service

Kathy White and **Lynn Hammeras**, co-directors, Infant and Toddler Center

Jess Araujo, attorney

Professional Achievement

Robin Scarcella, associate professor of teacher education

Robert Kazanjy, alumnus

Distinguished Alumnus

Martha Newkirk, alumna regent
Julio Torres, physician

Distinguished Staff

Teresa Camarillo, management services officer, UCI Medical Center

Nancy Anderson, management services officer, Office of Relations with Schools and Colleges

Marcia Reed, director of special programs, Office of Relations with Schools and Colleges

Distinguished Research

William Bunney, distinguished professor of psychiatry and human behavior

Distinguished Teaching

Karen Rook, associate professor of social ecology

Carlton Scott, professor of management

Outstanding Senior

Joseph Harris, psychology, School of Social Sciences

Outstanding Graduate Student

Linda Miller, social relations program, School of Social Sciences

Outstanding Student Athlete

Buffy Rabbitt, psychology and comparative literature, cross country and track