

# FM

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by Doug Arellanes

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# Influence

**I**nflu-ence (In'flu-ēns; 249), n. [OF., fr. LL. *influentia*, fr. L. *influens*, -entis, pres. part. See INFLUENT; cf. INFLUENZA.] 1. *Astrol.* Orig., an ethereal fluid thought to flow from the stars and to affect the actions of men; later, a supposed emanation of occult power from stars; hence, *Obs.*, character or temperament due to such power.

Canst thou bind the sweet influences of Pleiades? *Job xxxviii. 31.*

2. The exercise of a personal power analogous to the supposed power of the stars; an emanation or effusion, esp. of a spiritual or moral force. *Poetic.*

3. An inflow or inflowing, as of water; influx. *Obs.*

4. The act or process, or the power, of producing an effect without apparent force or direct authority; as, *influence* by suggestion; the *influence* of heat upon life.

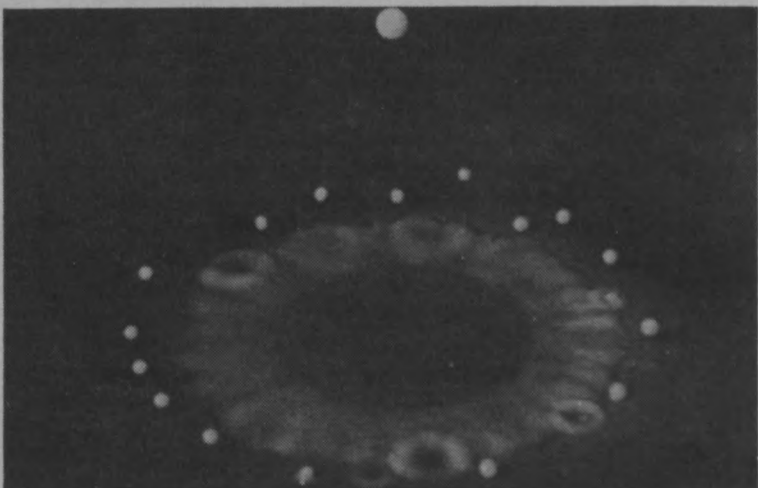
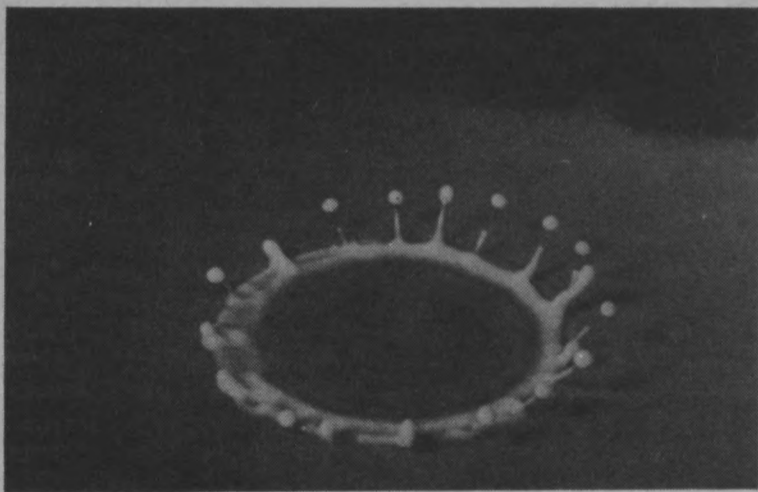
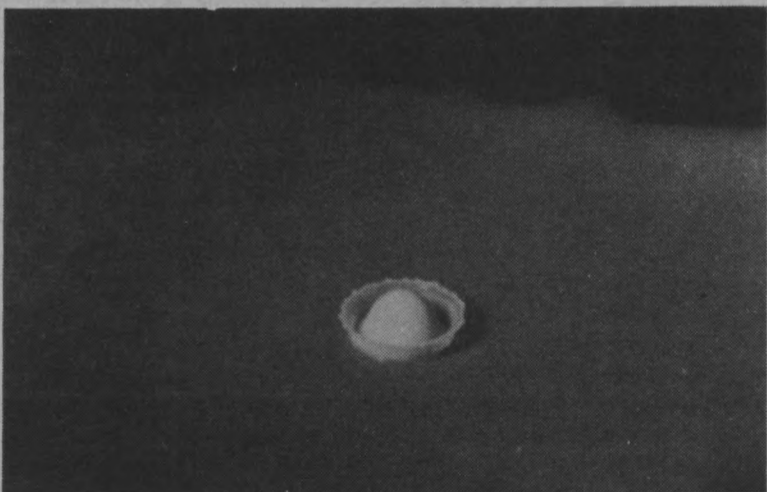
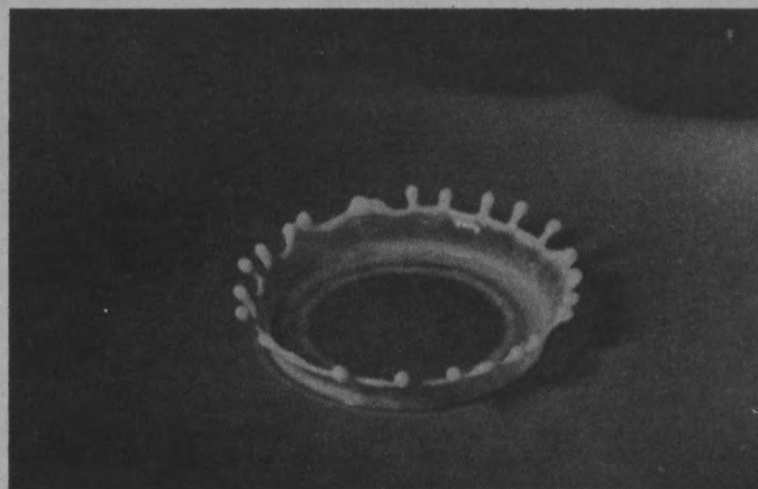
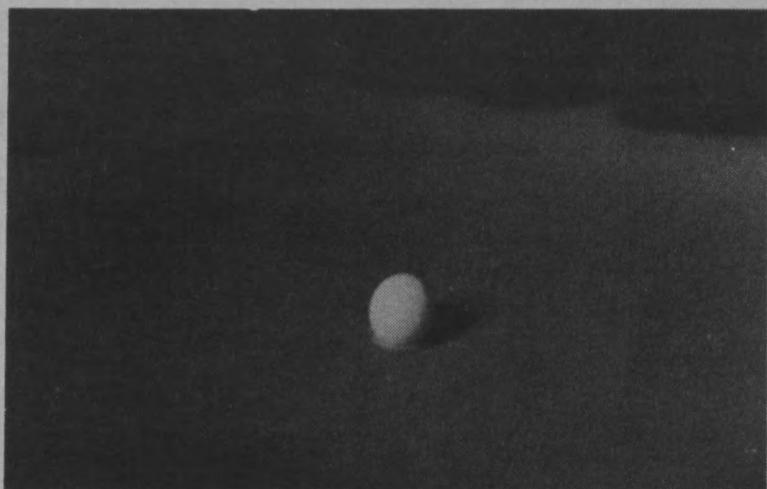
5. Hence, a considerable or an ascendant power arising from station, excellence of character or intellect, etc.

Such *influence* hath your excellency. *Sir P. Sidney.*

6. A person or thing that exerts influence, esp. a considerable influence; as, he is an *influence* in national politics.

7. *Elec.* Induction.

*Syn.* — Sway, control; mastery; effect; force. — INFLUENCE, AUTHORITY, PRESTIGE. INFLUENCE connotes the quiet, insensible, or gradual exertion of power, often arising from strength of intellect, force of character, eminent position, and the like; AUTHORITY implies the formal, legal, or overt exercise of power (or the right to such exercise), by virtue of some office, jurisdiction, or special title to respect or obedience; PRESTIGE is the influence that accom-



When UCSB's chancellor search committee was narrowing down its list of candidates for the position, one of the questions asked was 'What do you do when things go wrong?'

Several candidates reportedly fumbled the question. One answer stood out, however.

"First, I would talk to the people who would only be kind to me. Then I would talk to the people who would tell me the truth," Barbara Uehling answered.

The position of Chancellor at UC Santa Barbara is one of inherent, but not unlimited, power. Former Chancellor Robert Huttenback had a reputation for being a 'bulldozer,' using his position to enact sometimes unpopular programs. At times, however, Huttenback found strong resistance to his efforts from the faculty as well as students.

After a year as Chancellor, Barbara Uehling is settling into her job. She has made some unpopular decisions in that first year, including the ill-fated plan to move graduation ceremonies to Harder Stadium.

But she also knows when to compromise. Graduation is still on at the Lagoon, for example. While the compromises have not been as large as some of her detractors would like, it does seem to mark a change for Uehling, who has been described as "steel beneath velvet."

When I interviewed Uehling earlier this month, I was somewhat surprised that her office, occupying a corner of the fifth floor of Cheadle Hall, is still sparsely furnished. Perhaps it's a sign that after almost a year, Barbara Uehling is still settling in.

**FM:** How much influence do you believe is inherent in the position of Chancellor?

**Uehling:** I think it's influential on campus obviously, because I'm the final decision-maker for the campus, at least before things that need to go off campus go ahead. I think it's influential because the campus itself is influential, and as leader of the campus then I participate in that. But the University of California is known across the world, and we're a part of that system, and we have some people who are, in themselves, very influential in their disciplines and in the creation of new knowledge. That makes it a very exciting position.

**FM:** Do you believe there is a difference between the influence one has in their positions and the influence they have personally?

**Uehling:** Certainly can be. A lot's been written on leadership and formal leadership. Some people who hold formal positions have almost no real influence because they don't have good leadership characteristics or the personal magnetism to do it; (There are) other people who don't hold formal leadership positions and have personalities and charisma to lead other people. So I think there is that distinction.

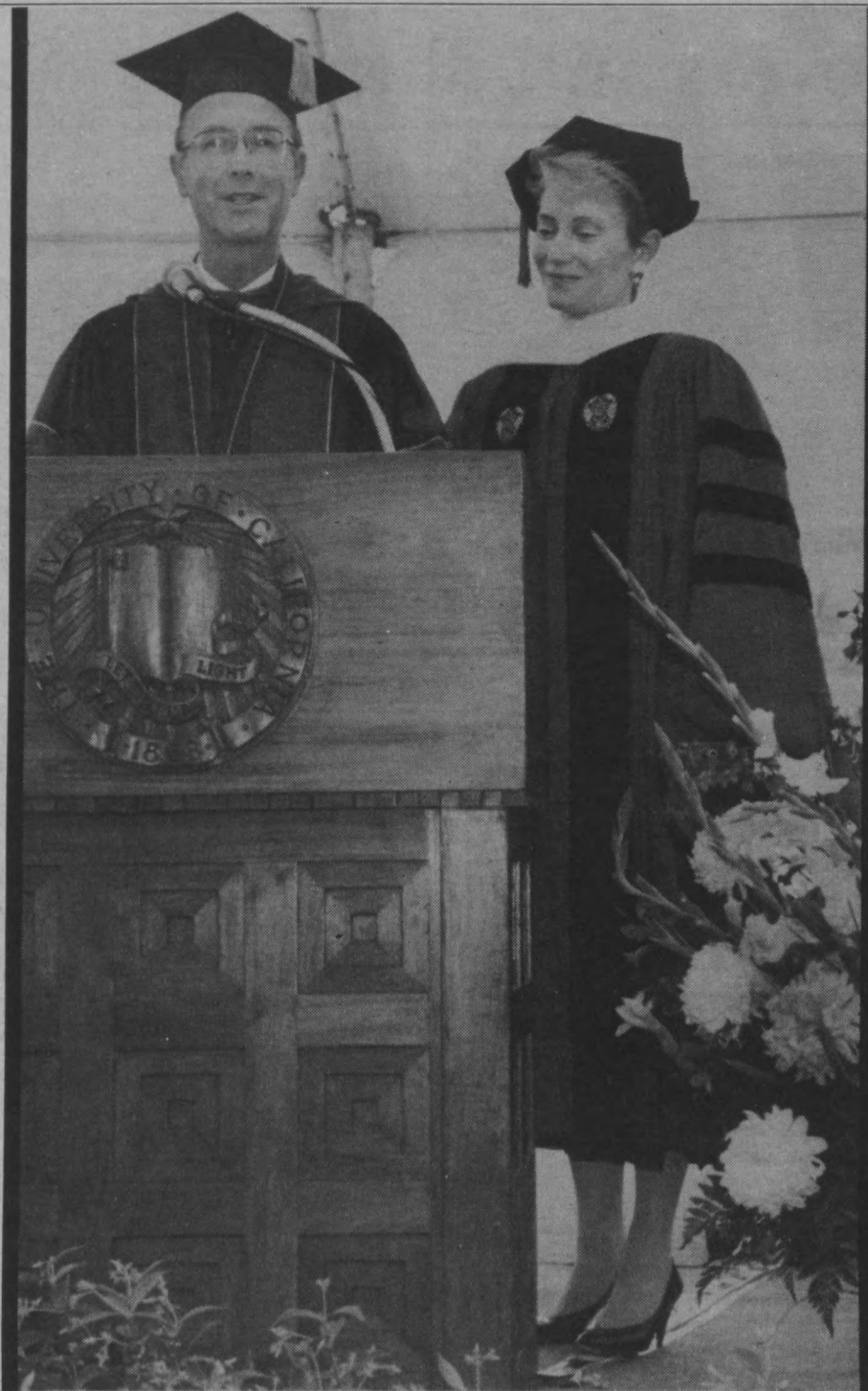
**FM:** (Incoming Vice Chancellor for Administrative Services) David Sheldon described his job as being 'a manager of managers.' What makes a good manager of managers?

**Uehling:** I think that's a particularly apt description for someone in administrative services. (A good manager is) a person who can provide an overall direction, and ask the individual managers to fit into that overall direction. At the same time, someone who can listen enough not to set a direction that doesn't make sense.

**FM:** Is that an accurate description of your job? How would you describe it?

**Uehling:** Part of my job is being a manager of managers. But I think as Chancellor, it's more than that. It's having a vision about where the campus should be going, and about the intellectual vitality and quality of the campus, something that's much more difficult to define.

**FM:** One of the essential qualities of being a good



KEITH MADIGAN/Daily Nexus

# B A R B A R A Uehling

FM Interview by Doug Arellanes

manager, it seems, is being able to pull off things that would otherwise be considered impossible. Is there an art to putting together things that are successful?

**Uehling:** Oh, yes. I think so. I think one of the most exciting things for me about holding a position like this is that every now and then you're able to get people to fit their efforts together in a way that they themselves cannot envision. That is, they don't really understand the

*'Barbara, remember. You take one piece of paper at a time. One problem at a time.' I think that's probably been some of the most helpful advice I've gotten....*

product that's going to come out, but by pulling them together and getting them to take on a share of the action, the total product can be so much better.

**FM:** How does one go about thinking about UCSB's Big Picture? To take responsibility for the entire campus seems like a pretty big task.

How do you manage?

**Uehling:** That's not an easy question to answer, as to how you do. I know the difference, and I know people who are 'tree people,' as opposed to 'forest people.' That is, they really get involved in the details, and so involved in the details that they don't back off. I have a number of techniques for this. I look at my week and I ask, 'What proportion of my time was spent on the nitty gritty, on particular problems, and what

proportion of my time was spent thinking about the larger picture?' I just force myself to back off and say, 'Where are we going?' That's more difficult this year because we're making so many changes and I have to be so involved in details. But I still back off and say, 'Where are we going? What are the trends? And where should we be

going?'

**FM:** You're a pretty organized person. What works and what doesn't?

**Uehling:** I think organization comes with practice and necessity. There really are people whom I think are very creative, and you cannot sit down and be creative on schedule. I know there are writers, and I'm always interested in this, who say, 'Well, I set my alarm and I get up at such and such a time in the morning and I sit there until I write something.' I think it requires that kind of discipline, and so I advocate that kind of organization. On the other hand, I'm sure that they are not equally creative every time they get up, and sit there during that period of time. So one has to allow for stimulation and for contacts that will permit you to be creative as well. It's that balance.

**FM:** Who has influenced you? Who are some of the models you have in both management and in your life?

**Uehling:** I look at lots of people who are in these kinds of jobs. I look at people in education and people in the corporate sector, and people in what I call more creative industries. I hear them described, and somebody will say, 'That's a good manager. That's a good leader. That's not.' I always ask why. Why is this person good or why is this person poor? And I've learned some things from that and then tried to emulate those characteristics. I wouldn't say there's any particular person who has done that for me.

I do remember one piece of advice that was remarkably helpful at the time. I was a really new administrator and I was talking to somebody who was an executive of a Fortune 500 company, and very successful. I was bemoaning all these problems that were facing me, and he said, 'Barbara, remember. You take one piece of paper at a time. One problem at a time.' I think that's probably been some of the most helpful advice I've gotten, because you can be just overwhelmed with things. But if you get started and it's one at a time, then it gets solved.

**FM:** What are some examples of times where everything was right and set to go, but something was just not clicking? Have there been times where you've had to exert personal influence to get things through?

**Uehling:** I can certainly think of a number of instances like that.... Two or three of the people I've known in life who were very forceful leaders — one was in the corporate sector and one was a politician — but I remember being struck by the fact that there was a point at which they would simply push and ask people to do one more thing than they thought they were capable of doing. I think that kind of ingredient, to say to people, 'We've got to just keep at this, and we've got to make one more effort. Let's go back and try it this way,' is the thing that can make the difference.

I think some physical planning projects in Missouri could fall in that category, and probably some academic projects as well.

**FM:** Where there was a building that needed to be approved?

**Uehling:** There was a project that really needed to be done and it just couldn't get going. I had to go back three or four different times and make it work, and it finally worked very well... I kept pushing and reconceptualizing it and getting people's support. Talking them into seeing the advantage of doing it, that sort of thing.

**FM:** In terms of influence over Santa Barbara County, where UCSB is the biggest employer, how much influence have you been able to have?

**Uehling:** My sense is that the community is becoming increasingly aware of the quality of this campus and what we provide for the city. We'll be working with them to do that more. We're obviously going to have differences of opinion about some things such as growth, and we've got to continue to work on that. But I believe we can positively influence the attitudes out there.

## Friday Magazine

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Cover and photos on page 6A and 7A by Harold Edgerton, the "father of stroboscopic photography," of milk droplets. Taken from his book "Moments of Vision," 1979, MIT Press.

Credit for the last cover of FM should have gone to Maija Gauger.

Poetry.  
Fiction.  
Picture Yourself.  
Contests.

in the next

Friday Magazine

Friday, May 13, 1987

Entries will be accepted until 5 p.m., Tuesday, May 10.

Submit to: Friday Magazine, under Storke Tower.

# Some of the Movers and Shakers at Santa Barbara



Tamara Scott,  
Exec. Director, A.S.

Tamara Scott's office was crowded with chairs and voting paraphernalia from the previous day's elections.

As A.S. Executive Director, she deals directly with the students and the administration. "It's a situation that fluctuates on a day-to-day basis. It works for the most part when there's a lot of communication, but once sides get drawn up, I can be out there in no-man's land. But that's part of the challenge and I knew that when I took the job," she said.

Scott has been the A.S. Executive Director for a little over a year. She came to UCSB in 1980 and has viewed the campus from the perspective of the student, teaching assistant, and positions in various departments on campus.

"I had not contemplated as an undergraduate staying here permanently, but the more time

I spent here the more I enjoyed it, so I did want to find something here. Something that suited my talents both on the business end ... as well as my background in English and communication, critical thinking and analysis. So this job, in some unique ways, gives me that opportunity."

Scott acts as a liaison between the students and administration. One of the key factors of her job is her interaction with the students. "It's a two-way street. It's not just — I'm the adviser. I know everything and I'm going to tell you what to do," she explained.

Her goal is to make A.S. "an organization that works for the students." Because there is a new set of students each year in A.S., the goals are constantly changing. "It really takes a person with a high tolerance for ambiguity to be able to handle shifting priorities and really work with the students," she said.

Since the students in A.S.

may only have one year to accomplish goals they have set, some pre-determined goals may get set aside in order to give them priority. Scott's role in trying to bring stability to the running of the organization is a challenging role that she seems to enjoy.

"I have a sense of satisfaction about what I'm doing and why I'm here," she said. A high level of communication is important to Scott and she is always trying to balance the input she receives from all sides.

In spite of her position at UCSB, Scott admitted, "I was actually a little bit surprised to be one of the people chosen for the article because I do not perceive myself as 'influential' on this campus as saying I have a stack of cards here, and I'm going to play them out and be a power broker in that sense of the word 'influential.' What I do hope is that I can be influential by people respecting my ability."

## Ed Birch, Vice Chancellor for Institutional Development

The new Vice Chancellor for Institutional Development, Ed Birch, is a walking promotional pamphlet espousing the progress of our campus. He sees himself as influential as long as he can promote the betterment of the campus. "I simply look at (myself) as influential in working with others on behalf of the university."

Birch takes on a "trust responsibility" in his role, he said, "that is, whatever I do and whatever I am, will, in many ways, determine your success as a student at UCSB to be educated

properly, our ability as an institution to generate sufficient public support, to do things on behalf of university goals that need to be done, all of that," he added.

But he realizes that his position allows for a "massive responsibility and I have to be careful that I'm influential in a positive way." His position as Vice Chancellor underlines his decision-making off campus as well. He is aware that he cannot take sides in a political battle, for instance, because "Ed Birch is synonymous with vice chancellor, UCSB. And I have no right to place my name because basically, when I do that, I represent you, for instance, and that's unfair."

The responsibility of his position is carried into

the success and influence of his achievements which he sees "not as personal accomplishments as Ed Birch, but accomplishments on behalf of the university's goals."

"I am what I am...I try not to behave any differently because I'm a Vice Chancellor than, than if I were simply Ed Birch, local person."

His appointment as Vice Chancellor for Institutional Development allows for more responsibility with its inclusion of the external community. He acknowledges the importance "to effectively communicate and build close relationships with our external community." His role is as "a salesman in some ways," Birch said.

"I have to try and build bridges and connect

people...and communicate effectively."

Working with community relations is only a part of Birch's position. He is also responsible for governmental relations, fund-raising activities, university development, the media services, and the alumnae office. He meets with the specialized staff working along side him in order to make decisions. "I like very much to have consensus discussions. I don't believe we can ever always have consensus decision, but I want their best reactions and input. Then I attempt to take that information and make the decisions that I believe are most important."

— Majja Gauger

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- ★ And Much, Much More...



Reginald Golledge  
Prof., Geography

Geography Professor Reginald Golledge sat in his office and pointed to the desks full of computer equipment. Behind him sat an enhanced IBM personal computer and a number of peripherals, including a microphone.

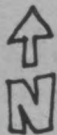
"Watch this," Golledge said, leaning into the microphone. "Calendar."

"Good morning Reg," the computer said in a voice reminiscent of that of Hal in 2001. "You have to meet Doug Arellanes at 10 a.m. You have a one-o'clock meeting with the Chancellor's Committee on Academic Planning. There is a departmental colloquia at 3:30. Talk to you later."

The equipment is more than a hobby to Golledge. Five years ago, he lost most of his sight.

His devices include an optical scanner to read typed information, a video monitor that electronically magnifies, and speech synthesis and recognition units. The system, which he developed, is now being adapted by visually-impaired people worldwide.

While Golledge still has some eyesight left, it is deteriorating, and he is racing against time to transfer as much of his



Make Your Own "Mental Map"

Here is an exercise Professor Golledge (see story, left) uses to determine peoples' perceptions about their surroundings. At the center of the page is a small drawing of the windmill in Anisq'Oyo park. Think of the ten or fifteen most prominent landmarks in Isla Vista, and map them in relation

to the windmill.

Then, return your completed map to: Professor Reginald Golledge, 3614B Ellison Hall. Or, bring them to the Nexus offices. If response is high enough, Golledge and his associates will analyze the maps. Results of the analyses will appear in a future Friday Magazine.

knowledge to computer before he becomes completely blind.

"I've had, out of necessity, to move from conventional means of accessing, recording, using and storing information. It's an absolute necessity to break down the print barrier as a visually-impaired person. Otherwise you're just cut off. Academically, you're a complete island. No one can be a productive, current academic who has any say whatsoever in how their field develops if they don't know what's going on in the field."

"One of my first tasks when I lost my sight was to develop some mechanism for accessing print. I've been able to do that, and this is with the equipment we've developed, then that also put me back in a situation where I could be creative again. I can conduct research, supervise graduate students, and participate in teaching activities of the campus again.

Golledge, a Guggenheim Fellowship recipient this year, has published nine books, second only to anthropology Professor Brian Fagan. Most of

his books and research center on an area known as human behavioral geography. Golledge, with others, pioneered the use of "mental maps," which can tell a great deal about how people perceive their surroundings.

Behavioral geography works from the basis that people from different socioeconomic backgrounds make different maps, Golledge said. Undergraduates, for example, make mental maps that are dominated by the university, where they spend most of their time, he explained.

"It's reflected very substantially in behavior patterns as well," Golledge said. "Quite obviously in selecting things like grocery stores, there is a lot of regionalization. But there's also a huge knowledge gap with respect to what else is available in other parts of the environment."

One of the areas Golledge is exploring is developing "talking maps," which will, through voice synthesis, tell people where they are by touching an area on the map.

Golledge has used his

knowledge of human spatial behavior in his involvement with UCSB's Long Range Planning Committee, which he chaired in 1986 and 1987.

Golledge is also very involved in the Academic Senate. "This year I'm chair of the Senate Committee on Committees. Which also gives me some sort of influence. I'm in charge of appointing all the key people to the Senate administrative committees, like the committees to appoint the vice chancellors and other key posts."

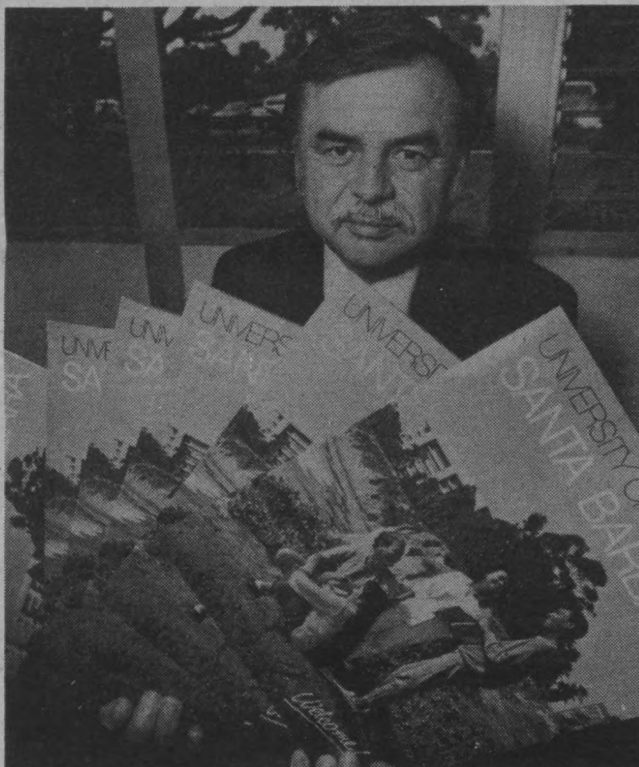
— Doug Arellanes

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**BROADCAST NEWS**

*Blue Velvet*

Sat. May 7, IV Theater, \$2.50, 7-9-11 pm  
Spons. by Sigma Nu & A.S. Underwrite



William Villa  
Director of  
Admissions

When William Villa came to UCSB as a counselor in the Educational Opportunity Program in October 1968, he found himself in a precarious position.

"I felt a desire to return (to a university)," Villa said. "I was moved by the Kings, the Kennedys. Cesar Chavez was also involved. I felt a responsibility, since there were very few Chicano/Latino graduates at the time," Villa said.

"I came to work on the first of October," he continued, "I remember that day. It was a Monday. And on Wednesday of that week, the black students took over North Hall."

"It was all happening in the

office, the little EOP office located over in Building 477. I didn't know what I was into at the time. It was wild," Villa recalled.

William Villa is still working on UCSB's minority issues, only now as the campus' Director of Admissions.

As director, Villa has the responsibility of determining who will be admitted to UC Santa Barbara. "I commit myself to the goals, primarily quality and diversity, and try to have a process that's fair for everybody. It's not easy to do," he said.

Villa grew up in Santa Barbara, and was not able to attend UCSB, "because I wasn't in the college-prep pattern at the time," he said. "I know what it's like to be outside looking in. So I think I bring to this job a sensitivity on that issue as well as a strong interest in achieving the goals of this place."

"When I graduated from high school locally, it was unprecedented for minorities to go on to college. This was in the '50s. And when I went to see about college I was actually told by the psychologist at the school," Villa pauses, "I was actually told that it was not a good idea for me to go to college because the prospects of me graduating were very slim."

While Villa has a good amount of influence over admissions, the problem of minority enrollment is an issue that has not been easily solved, he said. "The rate has not been as dramatic as people would like it ... and that's primarily because the campus has been growing. And the UC eligibility rates particularly for underrepresented ethnic minorities has not grown significantly over the years. So the pool that you're dealing with remains relatively small.

"I hope to make this one of the best public universities in the west; I think we're approaching that if you measure demand statistics. People really want to come to UCSB, and I feel good

(See VILLA, next page)

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**CINEMA**  
6050 Hollister Ave., Goleta 967-9447

**Dead Heat (R)**  
5:30, 7:30, 9:30  
Sat & Sun also 1:30, 3:30

**Good Morning Vietnam (R)**  
5, 9:20  
Sat & Sun also 12:45  
Separate admission required

**Biloxi Blues (PG13)**  
7:20  
Sat & Sun also 3  
Separate admission required

**FAIRVIEW**  
251 N. Fairview, Goleta 967-0744

**Return to Snowy River II (PG)**  
7:30; Sat & Sun also 3:30

**3 Men & a Baby (PG)**  
5:30, 9:30  
Sat & Sun also 1:30

**Wall Street (R)**  
5:20; Sat & Sun also 12:45

**Moonstruck (PG)**  
7:45; Sat & Sun also 3

**GOLETA**  
320 S. Kellogg Ave., Goleta 683-2265

**Stand & Deliver (PG)**  
5:20, 7:30, 9:30  
Sat & Sun also 1:15, 3:20

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Original Musical Play, Music and Lyrics by RICHARD O'BRIEN  
Screenplay by JIM SHARMAN and RICHARD O'BRIEN  
Associate Producer JOHN GOLDSTONE • Executive Producer LOU ADLER  
Produced by MICHAEL WHITE • Directed by JIM SHARMAN

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**FRIDAY MIDNIGHT**  
FIESTA FOUR THEATER 963-0781

**Robert Schrieffer**  
Director, Institute for Theoretical Physics

There is a certain mystique surrounding UCSB's Institute for Theoretical Physics; the ITP is looked to as a worldwide leader in its field, and its researchers are working on one of the 'hottest' problems in science: Superconductors.

Materials that allow electrons to pass through them in a much more efficient way than current metals. While the potential benefits won't come in the immediate future, many believe superconductors will revolutionize the world as much as when electricity was harnessed in the 19th century.

Robert Schrieffer, 58, is the ITP's director. His credits include 2 Guggenheim fellowships and the National Medal of Science in 1984.

But Schrieffer's most famous award is the 1972 Nobel Prize in Physics, which he shared with two other researchers. The Nobel was presented because the team was able to form a theory explaining why superconductors work.

"The scientific excitement is enormous, because there are many people who can get into the act very quickly, very easily that can bring something to the party, because it's such a broad party. It's not only one small segment (of physics)," Schrieffer said.

The Institute's researchers tend to shatter the preconception of the quiet, introspective scientist. They are, Schrieffer suggests, a sort of "have mind, will travel," group.

"It's a lot of fun to work with these people because they really get their kicks out of talking with each other. It's a social experience as well as a personal experience. Many people think science is a deeply personal, quiet sort of 'in your own study.' But as we know, we stand at the blackboard and shout and argue. That's part of the fun."

Logical arguments, according to Schrieffer, are the basis of whether a person's arguments will be accepted, regardless of that person's position. "Sometimes you can say, 'Look. This is true.' But no one believes that. You've got to convince them in their own context, often in their own language. If they come from a different area, you have to transcribe your ideas into their language," he said.

"And then you have to reinforce it, and they have to buy into it, often by saying 'Gee. That's very similar to something I've just written down.' That's a very good way to get people to believe



something: to join the team, to join the effort.

"I think people in the end do listen to logic very, very carefully, if you are speaking carefully and keep up the message."

"I've just found that physics requires a minimum of tools. You don't have to learn much, and you can create with it just like perhaps a painter can create. But there is a higher authority, namely nature, that tells you if you're right or wrong. Well, in painting, who is to say if the painter is right?"

— Doug Arellanes

**Walter Capps**  
Prof., Religious Studies

Maybe it is that he teaches the most popular course in the University of California.

Maybe it is that for two years in a row he is UCSB's nominee in the national Professor of the Year contest.

Or, maybe he's just a really nice guy.

But for whatever reasons, Walter Capps is an influential person.

Capps chaired UCSB's Chancellor Search Committee, served on the UC Systemwide Committee on Undergraduate Education, known as the "Smelser Committee" (after its chair, UC Berkeley sociologist Neal Smelser). In addition, he has been president of the California Council for the Humanities, and its larger, 50-state counterpart.

"What I like about UCSB is that the procedural patterns here are flexible. There's still a tremendous range of context for innovation. Also, there's a warm reception for it when you try it," said Capps between bites of an Arbor tuna sandwich.

"I try to think of courses and also methods that would carry influence."

Influence, according to Capps, "has to do with having an impact. It also has to do with some kind of longevity. You talk about being influential, but you can't be influential for only one minute."

Capps related an incident that made him rethink the way he conducted his classes. "I met a former student at San Francisco Airport. She was probably a typical student, and she remembered my name and said she had two of my classes," Capps said.

"She couldn't remember the name of either one of the classes, or anything about what she'd read, and I couldn't remember it either. But she remembered that she got a B plus in both of them. And I thought there was something wrong with that," he added.

After the incident, Capps decided to organize his courses around themes, "almost regardless of the field or discipline being represented." One of those courses, an analysis of the Vietnam War through first-person accounts, has received widespread acclaim for its approach.

Capps modeled his current class, "Voices of the Stranger" after the recommendations of the Smelser Committee, which advocated an interdisciplinary approach to contemporary problems.

The committee told UC President David Gardner that the internationalization and diversification of education must be the university's top priority.

"That got me thinking. I wondered how one would prepare for a multicultural society?" Capps said. "I tried to create a course where the topic (of outsiders in society) would be discussed in a way that would not necessarily be politically neutral, but not politicized prematurely, so that people wouldn't discuss it. I've stayed away from words like 'ethnicity' and 'racism' in favor of working with the concept of the 'stranger.'"

"Voices of the Stranger," however, is very much about ethnicity and racism, but presents the topics in an easily-understood context, Capps explained.

"Even these courses that I do that attain high-enrollment, bring those individual lives into the classroom. The thinking is this: Until somebody has had the primary experience, you can't do a kind of secondary analysis on it. Courses oftentimes are critical and analytical, but the students involved in the courses don't really know the subject yet. It's kind of wasted to be so analytical about something if you really haven't confronted it yet."

— Doug Arellanes



*I CANNOT ESCAPE  
the forces that shape me*

*THAT'S ME THAT TREE  
dancing in the wind*

*I'm whipping and waving  
in the rainsplashed thrash*

*ON THAT LIMB I TAKE IN  
and become the suspended  
rocking movement rooted in*

*WHERE IS MY IMAGINATION  
the picture is in my head*

*is reliving as it is  
being born + reproduction*

*I HEAR I SAY  
the word pops in*

*three sentences later  
it was not mine*

*COULD I NOT EXPERIENCE  
would I be here to create*

*YOU INSPIRE ME  
and my head is so alive*

*I AM ON ON ON  
pumping you and me*

*I AM THE SHAPER  
who cannot escape*

— Laurie McCullough

**VILLA**

(Continued from previous page)

about that personally because when I came to this office in 1977 we were taking applications until September, and school started in October. We've come a long way in the last 10 years."

Villa said he influences people with his own work. "I try and set an example for the people

who work in my office in terms of my commitment that I have to do what I do. I try to make sure that they realize that they can do these jobs because they're legitimate, not because of their affirmative action hiring. I can't help but think that people think that I'm here because of affirmative action, so I tend to be an overachiever. I feel that I have to do more than what is expected of me."

— Doug Arellanes

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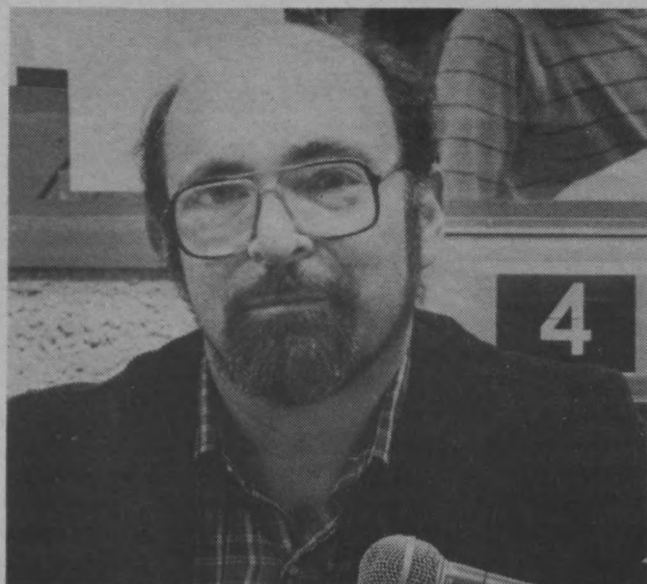
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Dick Flacks,  
Professor, Sociology

"I'm very impatient with needless conflict," said sociology Professor Dick Flacks as he tapped his pen on his desk.

"And if I'm in a position to influence, it would be to try to see where the points of consensus or common agreement would be, rather than to further divide a situation. That might surprise some people because I know I'm identified because of my politics as some kind of bomb-thrower."

Dick Flacks has had a reputation as a 'bomb thrower,' however ill-begotten that reputation is. Flacks was a founder of Students for a Democratic Society, one of the most influential student organizations of the 1960s. The group was one of the first to mobilize students into channels of highly effective protest.

Some years have passed since Flacks' days as a student activist, but time has not watered his ideals. After teaching at the University of Chicago, Flacks came to UCSB in 1969, and was here during Isla Vista's most turbulent period.

Flacks was chair of UCSB's sociology department from 1975 to 1980, and has been Vice Chair of the Academic Senate for three years. He was the Senate's acting chair during the period of the "Gang of Nine," which recommended that the UC investigate the finances of then-Chancellor Robert Huttenback. He is currently the acting chair of the senate, as its chair, A.E. Keir Nash is ill with pneumonia.

While time has not changed Flacks' ideals, it has changed his perception of the university's power structure. "I think that power on a university campus is maybe more fluid. It's not as rigid as maybe people on the outside or students might think," he said.

"I think if there's one kind of change I've had, it's learning more and more about where you can make a difference, if you decided to try to make a difference — learning more about how things really work," Flacks said.

"One of the troubles that students have in exercising influence in the institution is that they're only here for a short time. They don't necessarily get the knowledge fully that they might need to really be effective in terms of certain kinds of changes. On the other hand, I think students underestimate that when they raise an issue dramatically, they are already making a difference. People at the top are more insecure than people think they are," Flacks said.

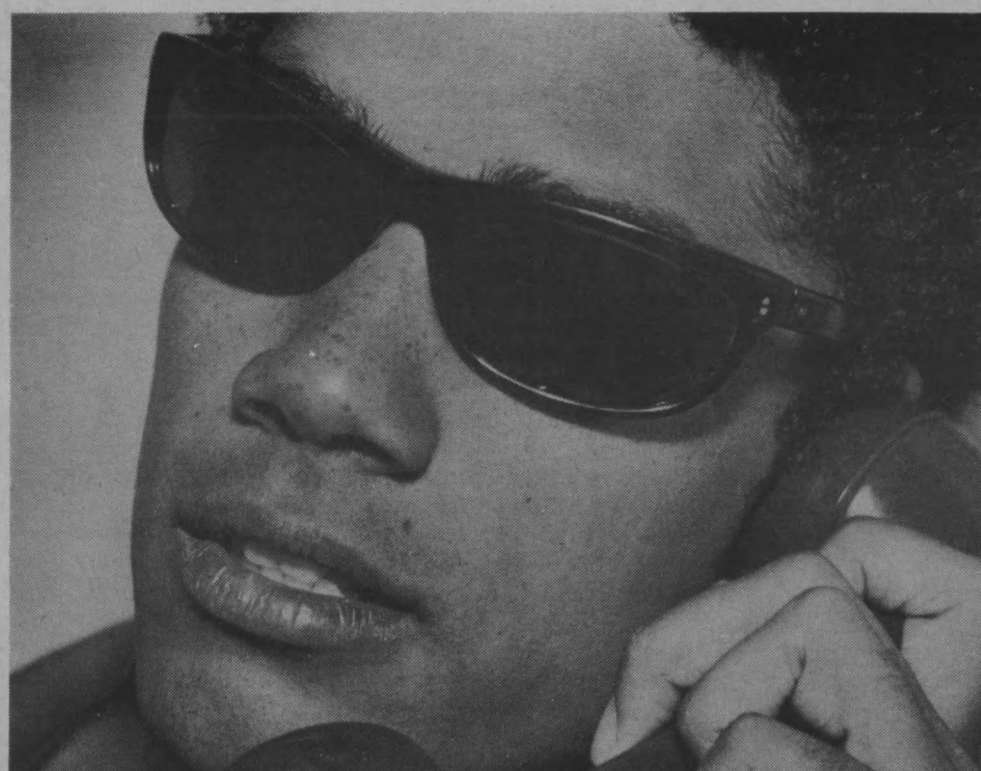
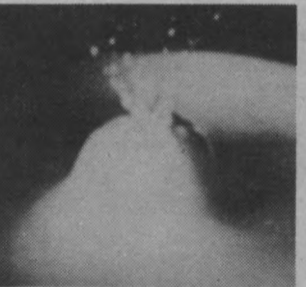
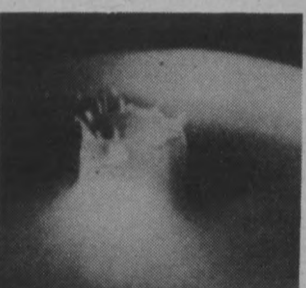
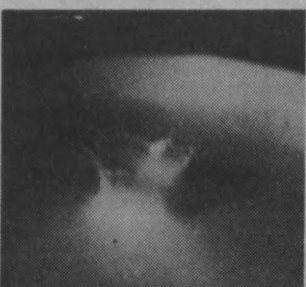
Influence, according to Flacks, can be achieved through a number of channels. While being in positions of power can be helpful, he has also found that it can be hindering. "I had a good shot at being chair of the Academic Senate. It would have been natural for me to succeed. You might think that if I wanted to be influential, that would have been a position to take."

"But I think I can be more influential ... by being somewhat outside official positions and arguing and advocating, than simply fulfilling the role of senate chair," Flacks said.

"The chairship of the Senate is a full-time commitment for another two years. It takes me away from other ways that I'd like to be influential, which is in my intellectual work. There are books to write and thoughts to think and express that get harder to do in those kind of positions. So I'm not committed to spending a lot of my time in influencing UCSB per se."

Flacks believes good institutional leadership allows for people to feel that they have a voice, without feeling manipulated. "If people have to live together, which is the case with this faculty, we have to live together for most of our lives, what's the point of pushing people against the wall? What's the point of undermining their dignity or their own perspective? The point is to try to see if consensus can be built."

— Doug Arellanes



Curtis Robinson  
President, A.S.

When Associated Student President Curtis Robinson spoke at Chancellor Uehling's inauguration, many in the audience were expecting him to solely talk about what a great school UCSB is.

Instead, Robinson addressed issues of ethnicity and gender, of a low minority enrollment and of a minuscule minority faculty. Several students protesting the inauguration cheered his remarks, and he received a long ovation from the audience.

It was another example of Curtis Robinson's influence, which finds its base in both personal charisma and position-based power.

"You must reach out to the whole population," Robinson said, "not overlooking any certain sectors."

"I think influence is promoted by persistence. The ones that are the most influential are often the most persistent."

When asked if he believes he is influential, Robinson responded: "Of course I do. Anyone who is a representative figure is going to carry some clout. When you're elected by the student body, there are times when you can speak out as a representative of the student body."

"That in itself is influential and people should listen to that," he added.

As A.S. president, Robinson said he has been able to use his influence successfully in several controversial issues. He feels he had an role in

preventing graduation ceremonies from moving to Harder Stadium from the lagoon, and in defeating Measure Q last November, which would have incorporated Isla Vista and Goleta.

At times Robinson has been unable to influence his colleagues on Legislative Council, but he doesn't think of influence as a tool. "Influence is inherent in the certain leadership style that a person has," he said.

Influence involves more elements than mere persuasion, Robinson said. "You can state facts and your position depending about how strong you are about believing within yourself. There have been instances where I thought I was right in what I was promoting."

"You tell them who you are and what you're all about and hopefully they'll grab on to that rather than promoting your own self-interest onto someone else. That's not influence. That's bullshit."

Democratic Presidential candidate Jesse Jackson has been a major influence in Robinson's life. Robinson finds Jackson's leadership style direct and straight to the point.

"I think he's brought out a certain approach to the political 1980's that has been both overlooked and suppressed in past elections," Curtis said. "He's talking about issues that affect people. Not left or right."

"As far as being a black man seeking his position, that's influence in itself. It gives us hope that one day we will have a black president."

— Michelle LeCours

*An influential person shall move me  
Past and around and up and down  
And around again  
Without pulling or exerting force,  
But with a command I shall never refuse.  
Somewhere He or She will take me  
Where I want to go  
Or maybe where I do not anticipate.  
This influence can be intoxicating  
As anesthesia or as cold as a stone wall,  
For influence means the ability to communicate  
Wants without ever having to.*

John A. Klein

## The Real Me FM fiction

By Darryl Carr

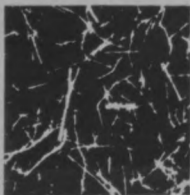
Amazing. Simply amazing. When the entire staff of the *Daily Nexus* marched over to my apartment, banging on my door, begging me to write an article about the most influential people at UCSB, I was dumbfounded. To me, it was extremely obvious that I was the most influential individual at my fine institute of higher learning. Of course, the staff quickly apologized, explaining that they desired an article reporting on those lesser students who have attempted to make big noises on

campus. Naturally, I reminded my worshipers that in comparison with me, no such persons actually existed in the public eye. After all, my personal pre-eminence would overshadow absolutely anybody else who tried to make a name for themselves here.

Strangely, some so-called "experts" here continue to deny my incredible popularity, evidenced by the thousands of pilgrims who I hear outside my window each morning, singing my praises until I emerge from my quaint little abode. Unfortunately, these same followers are still too shy to remain in my

Presence when I appear, so they scramble off as I open my door, thus preventing me from ever seeing their smiling faces. In any case, the affirmation I receive from these lowly peasants is a solid example of my command of the masses.

Much in the same manner as these "experts," my psychiatrist (whom, incidentally, I was seeing only out of curiosity and not because I was incarcerated in Bellevue's mental ward, contrary to what anybody says), a rather amusing little pundit, once endeavored to dismiss my domineering personality as a "raging psychosis."



Steven Elzer  
Editor In Chief,  
Daily Nexus

For a student newspaper, Steven Elzer thinks the *Daily Nexus* has come a long way.

"There are areas in which we can have a profound impact," says Elzer, the paper's editor in chief. "Shaping student opinion on campus issues is one of our strongest points.... But we're only a student newspaper, and people recognize that and see our shortcomings."

Shortcomings notwithstanding, the *Nexus* is undeniably the most potent of the campus and community media. With an estimated readership of 22,000 and relatively little competition, the newspaper's + and Elzer's + influence is substantial.

"Our sphere of influence is really limited to the campus and community," the affable Elzer said. "But that's not always true. Take the cityhood election (Measure Q last fall) + our support of cityhood was drastically way off base with the voters. There's a clear line where influence stops."

Despite being the top gun of the leading campus publication, Elzer, a senior majoring in criminal law, knows he can't always call the shots the way he or his 250-member staff may want to.

"I see my responsibility as being to the community and my primary responsibility as editor in chief is to my readership," he said. "If the staff of the paper wants to take on a project that might be questionable and might



LAURA JELLIFFE/Daily Nexus

in some way offend a segment of the *Nexus* readership, it's my responsibility to make sure an appropriate decision is made. It's my job to advise the staff of pros and cons to make sure stories are balanced and fair."

Elzer, a 25-year-old from Beverly Hills, has had his share of journalistic coups. Two years ago he was at the forefront of news coverage on former UCSB Chancellor Robert Huttenback, who resigned from office in the wake of controversy over his management of university funds in 1986. Elzer has so far garnered two first-place nationwide newswriting awards from the Columbia Scholastic Press Association for his coverage and analysis of the Huttenback affair. He has also garnered a stable of statewide collegiate journalism honors as well as a posse of *Nexus* staff awards. His secret: "Know what's going on."

"I've written more than 300 different stories for the paper, and through all that I've found who moves and shakes on this campus," Elzer said. "I like to stay on top of the issues and to discuss them informally with friends. I think there's a lot of

truth to the adage that knowledge is power, and as editor of the campus newspaper, I need to know a lot about what's going on on campus."

In his four years at UCSB, Elzer has acquired a vast network of sources who tip him on newsworthy events.

"People will come up and ask me for advice on things happening on campus," he continued. "They know I've been around for awhile and have been involved in some major stories that have affected campus. People will generally ask me how I feel on a given issue."

But Elzer, who would like a career someday in journalism, law or a combination of both, knows he can't do it by himself. "I'm influential because of my position," he said.

"I might be influential because of the things I know, but I wouldn't have any of it if it weren't for the newspaper and people I work with that support what I do. I don't think I'm more deserving of being influential + I think the paper's more deserving. I think it's the most influential campus organization."

- Patrick Whalen

with the same type of work after graduation. A Sociology / Spanish major, she plans to get her masters in public administration and go on to either hospital administration or non-profit organization work.

"If I had it all to do over again, I'd start it out with CAB," said Barth. "I was always involved with sports so I'm used to a team, and that's exactly what CAB is — it's like a big team."

Barth's enthusiasm is evident. CAB places volunteers in meaningful positions within the community such as day-care centers, senior citizens homes, and child abuse centers. While they've managed to recruit eight percent of the student body for their projects, their goal is 15 percent.

"My personal goal," Barth elaborated, "is to see CAB become more known on campus because more people need to know about it. I feel it's essential for students to get out there and volunteer. Just because they're needed.... They will get so much out of it."

A sense of belonging and discovering a possible profession are two services that CAB hopes to provide, Barth said. "I think that's so essential for a freshman to feel like they belong to something because that will develop them."

- Brenda Plummer

Sherry Barth  
Co-chair Community  
Affairs Board

Sherry Barth, a graduating senior, started out getting involved in the "best buddy" program her sophomore year at UCSB. "I have two little sisters at home. When I came to college I really missed them. I had no feeling of a group involvement, so I just wanted to get involved," she said.

Barth went from being a best buddy to project director of the bilingual / bicultural project (now the ESL tutoring project) and is currently co-chairperson of Community Affairs Board. Barth now helps to supervise the directors of 16 different projects and helps with the budget of the student-run organization.

"I wanted to do some volunteer work," Barth explained, "because I believe that education is more than just a classroom. So I wanted to go out and find out — to help other people — but also to find out what I can do, what I feel good about that I can do as a profession."

The experience she is gaining in CAB is invaluable because Barth is planning to continue

Fascinating! He even went on to say that I was "suffering from extreme narcissistic delusions of megalomaniacal grandeur, or to phrase your condition in the vernacular, you are quite full of shit." Now, most people would have been hurt and shocked by such a pronouncement, but since I know that no opinions but my own matter anyway, I simply brushed off my psychiatrist as a babbling idiot.

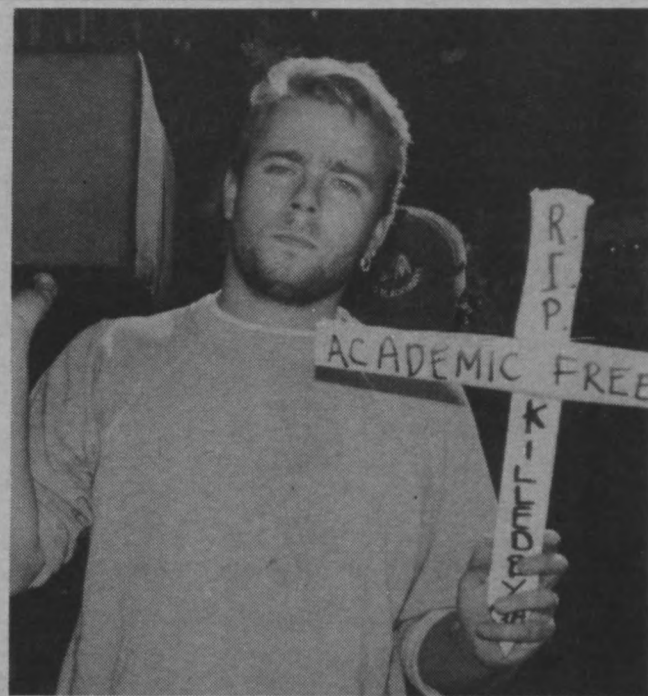
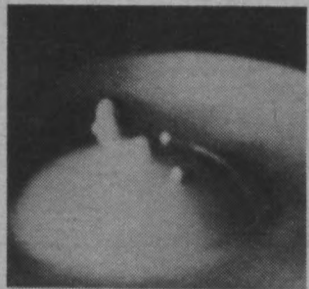
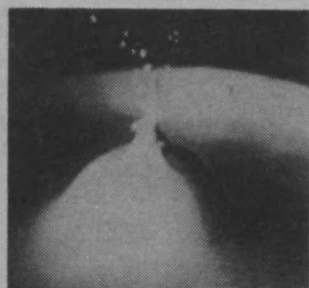
As far as my endless contributions to UCSB are concerned, they are, after all, endless, so I won't bore you to tears trying to list them all. It would have long ago been

dismissed as just another "party school" and shut down by the UC Regents. Rest assured, this is the truth. Before I arrived, steps were already in motion to kick all of the students out of Isla Vista and the various dorms, and have the entire UCSB community dismantled. The Regents (who, I must admit, are fine little underlings) had planned to fabricate a "cockroach alert," and bring in the national guard to eradicate any stragglers. When I began my tenure here, however, these plans were immediately frozen, since I was, as David Gardner, an old disciple, once put it,

"like a god. How could we pull the rug out from under such a great man's feet? No, UCSB will stay open for his sake." Do not try to research this quote, though. My critics destroyed it recently, obviously because they feared that real evidence of the reverence paid to me on a daily basis would destroy their arguments. No matter; soon my name shall be enshrined in the world's consciousness, and such fools will be disregarded.

Before I begin my world conquest, though, I will have to collect the rest of the royalties from the millions of music albums, not to mention books,

that I have sold (Editor's note: Mr. Carr has written every song and 3/4 or story you have ever encountered.). Then, shall proceed to re-purchase the planet (the *Big G* bought me out recently), and remind the population therein who really runs things. All of you readers must be extremely grateful; I'm letting you in on my plans first. Who knows? Perhaps I'll let you all in for a slice of the pie.



RICHARD O'ROURKE/Daily Nexus

Jaime Acton,  
Director A.S. Student Lobby

What does the successful UCSB Child Care fee referendum have in common with the anti-CIA protests that have persisted since George Chritton first set foot on campus?

For that matter, what do most of the political protests at UCSB have in common, in addition to much work on more basic campus concerns?

Jaime Acton's fingerprints.

As director of Associated Students' Student Lobby Annex, Acton is in charge of the activist branch of Associated Students. And while he has failed to win the title of A.S. president in the last two A.S. elections, his influence is still felt by the student government, where he has been sometimes called the president *in absentia*.

Though he believes that the media has, "unfortunately," chosen him as spokesperson of A.S. Student Lobby, Acton is quick to pass on credit to others in the office. "There's a difference between who really exerts influence over people than people who have the spotlight."

Acton does not believe it is necessary for a student to have a title or a prominent position to have influence at UCSB. "Titles aren't really necessary. The media picks up on titles, but I know many, many people that are influential without titles."

"In all actuality, titles are irrelevant if the person asserts a measure of influence on a situation.... The real influential people that I know aren't always in the paper. The real influential people are the ones who are doing the work. They usually don't get the credit that they deserve."

Though titles may not be relevant, Acton said that money often is a factor in a person's ability to influence. "It's possible for people to be influential without using money just by calling people."

"It's possible to be influential without money, but it definitely helps a great deal — not if you necessarily have money, but if you know how to get it, where to get it."

Money may become an important issue for Acton, who is presently on trial with 34 other defendants for trespassing in Cheadle Hall while protesting the appointment of CIA officer George Chritton to the position of visiting fellow at UCSB. The verdict is expected to arrive today. If the verdict is guilty, the defendants could be responsible for large fines.

When asked how one student might contribute to an important issue at UCSB, Acton said one must first have a clear understanding of the issue, using the proposed ethnic studies requirement as an example. "The person who wants to be influential needs to understand and have a clear analysis of ... why we need an ethnic studies requirement and understand who is calling for an ethnic studies requirement."

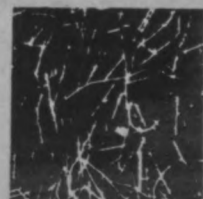
Communication skills are perhaps the most important tool of influence, Acton said. "I think a measure of influence is just the ability to communicate effectively to the largest number, the most diverse amount of students, faculty, staff, administrators, community members as possible."

"Another sign of influence is for a person to be able to rally support around an issue, and that's only done by understanding an issue clearly first and understanding all the arguments."

"Listening" is another important measure of influence, Acton said. "Contrary to what quite a few people might think, I do listen."

"Just being able to talk and listen to where you can reach some kind of understanding with a whole range of different individuals."


- Adam Moss





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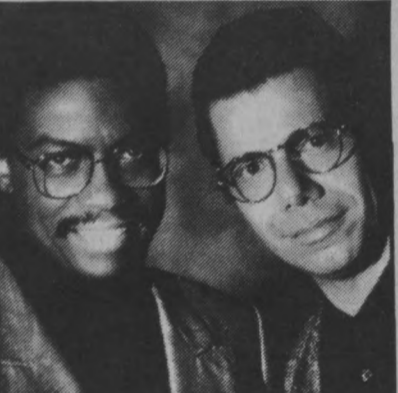
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# Fiction: The Bell-Master

By B. Douglass Wilhite

**W**e continue our FM-FOCUS on the most influential musicians of the music department of UCSB. This week's musician can best be described as innovative. Innovation has often been met with opposition and controversy, after all it was Franz Kafka who wrote: "Da kehrte ich zuruck, sie halfen mir und zogen mich hinauf. Ich verspach ihnen jetzt, die Stadt zu bauen. Sie waren sehr dankbar, hielten Reden an mich, kubten mich." Which, in plain English, personifies the dilemma of the innovative artist.

The artist in the music world is no exception. Such an artist as E. Shwa Ereedlesteen, an honors graduate student of music (number 237 on the Dean's list). The original ideas of this influential twenty-three year-old have been under serious scrutiny. E. Shwa Ereedlesteen, the most outstanding artist of his instrument, is the bellmaster of Storke Tower.

"The formal name for bellmaster," Ereedlesteen says, "is 'carillionneur' and the thing at the top of Storke Tower is 'carillion.' There is about 180 carillions in this country." FM-FOCUS met with Ereedlesteen at his estate in Isla Vista:

**FM:** Exactly what is the problem you are having with the UCSB music department?

**E.E.:** Well, it all started with Miles Davis. He connected a wa-wa to his trumpet...

**FM:** A 'wa-wa'?

**E.E.:** Exactly, it's an electronic device that 'curves' the sound of your instrument. Phonetically, it makes a 'wa-wa' sound — and Miles connected it to his trumpet, and I thought — "that's a musical non-sequiter — so why not connect (it) to my carrillion?" I brought this proposition to the head of the music department. They found it a bit strange but didn't really oppose me at all.

**FM:** So when did the opposition mount?

**E.E.:** I made some initial recordings and tests when I was allowed to play the bell freely on Sundays for a few minutes. I was really fascinated — and a piece came out of it.

**FM:** You mean you have a piece written?

**E.E.:** Exactly, it starts off with augmented unison and then to a diminished third. The diminished third falls into dissonant fugues and then to unison, augmented unison again, a minor second, a simultaneous major sixth — diminished second descending fugue, and then a staccato forte that suddenly develops into a fortissimo.

**FM:** Was that the thing that was met with so much opposition?

**E.E.:** Not exactly, I conformed a little with the piece: there are a few passages which are traditional to Josef Dendyn's work — he was the

famous Belgian, from Malines — carillion × clavier opposed to carrillion × cy'lindre — you know —

**FM:** Well, we're not sure what you are talking about, but what exactly, then, was the problem?

**E.E.:** (laughs)

**FM:** (laughs)

**E.E.:** (laughs again)

**FM:** (so we laugh too)

**E.E.:** Okay, you see — I began experimenting with different bells and bell-weights — the pitch of a bell varies inversely as the cube root of its weight, and there are some fat bells and lean bells. Now also there can be fat carrillions and lean carrillions — University of Chicago carrillion has 72 bells — are the largest in the world — you see. The Bok Singing Tower in Florida has 61 bells. The Riverside Church Tower — on the other hand —

**FM:** We hate to interrupt but we can't take up too much page-space. We need room for advertisements. So would you just tell us the problem you have been having with the music department?

**E.E.:** (laughs)

**FM:** (laughs)

**E.E.:** (laughs again)

**FM:** (so we laugh too)

**E.E.:** Okay, you see — I found that the Storke Tower was the best tower in the country for playing it wa-wa. However, mind you, the Gothic Cathedral of St. Rombaut has —

**FM:** Yes we see. And what conclusion did you draw from this?

**E.E.:** The conclusion was, to make a long story short, that my summer project was going to be more expensive than erstwhile expected.

**FM:** Your summer project?

**E.E.:** Yes, all grad students have summer projects to do and mine was to travel on a sort of 'tour' playing the bell towers all across the country. The 'Dig to China' tour I was going to call it. I had t-shirts printed up and everything. But I couldn't use just any tower.

**FM:** So?

**E.E.:** So I asked the music department for a grant of 100 million dollars to move Storke Tower by train around the country.

**FM:** What!

**E.E.:** Despite my detailed cost analysis — the consideration of the helicopters needed; the special, German-made, hydraulic flatcar that would be used — my proposal was unanimously rejected. Needless to say I had to modify (the project) to a one-city tour (laughs).

E. Shwa Ereedlesteen plays Storke Tower in July, near the end of the summer session. We at FM Music Focus wish him well.

Now for the advertisements....

## FM Poetry

Coordinated by John A. Klein

**I**nfluence lends itself to relativity. Four years old and you are greatly influenced by your determined, impatient, and frustrated parent. So young and cooperative you have not heard of media or the clout of Ronald Reagan.

Grow older to mature into the "dating age." The influence of hot salsa burns like the drive to fulfill the primal urge.

Older still it is the ability of pleasure and pain to dictate your movements. Or it is money worth its gold.

Pure influence does not adhere to space or time. Says Webster in his Dictionary: "in-fluence (in'floo-ens) n. 1. a an ethereal fluid held to flow from the stars and to affect the actions of humans; an emanation of spiritual or moral force." Does influence, then, provoke a cognitive or irrational reaction?

The Influence of Honesty

for Justine

*Somewhere near sunset the earth turns colors of red burnt orange and swimming pool blue. Here the loneliness of poetry doesn't betray honest cleanliness.*

*It seems green fields won't know the tread of human hooves.*

*Those rooted to the ground will bend to a slow wind.*

*No one here would refuse the dignity of a dying sun for hazy headlights.*

*Trees wouldn't be massacred for houses but cut sharply for handsome firewood.*

*In the evening a light meal and a fire will warm immediately.*

*Thereafter the weight of a book fulfills the completeness of dessert.*

*A full day of work quietly calls forth sleep and one precise dream.*

*The morning wakes and in Justine the honesty of her nude lips must be met and respected.*

*I should kiss her with my eyes open to contemplate*

*the warm blanket influence she melts through her soul.*

*The hot dark coffee goes down easier than words*

*and she eats slowly.*

*Once the cold fire has started*

*I shall kneel close by, silent.*

*As the sun gains confidence*

*The room warms with satiated fires.*

*Momentarily, Justine's forest green eyes dignify an honesty I shall never know.*

*This day means a day of silent wood cutting*

*without interruption*

For those who enjoy the audible aspect of literature, tune into KCSB on Tuesdays from 6-7 pm for Kirk Nessel's program. The show has live as well as recorded readings of poetry, fiction, and sometimes drama.

Borsodi's Coffee House will feature the "Expression Exchange" on Sunday, May 15, from 3-6 p.m. The event includes poetry with music, performance art, and dance. Those interested in participating in such a collaboration are urged to contact myself at 685-8419 or Doug Arellanes at 961-3993.

Friday Magazine's theme for next issue is its annual poetry, fiction and picture yourself contest. Any students interested in contributing pieces for the contest, or for any aspect of FM should contact us in the Nexus office.