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## March 2014

Emeriti Society, University of the Pacific

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## “... of Cabbages and Kings”

The Newsletter of the University of the Pacific Emeriti  
Society  
March 2014

### UPCOMING EVENTS

2 Spring 2014 Wine and Cheese Receptions--Mike Sharp

What could be more enjoyable than spending a couple of hours with colleagues and friends, drinking good wine, sampling good cheese and talking about days gone by!--as well as preparing the newly retired emeriti with advice and information about topics foremost in their minds? Your Emeriti Society has planned 2 Wine and Cheese Receptions this spring in order to do just that!

#1--When and Where: From 3:30 to 5:30 on Friday, March 21 in the Taylor Room of the Library.

Speakers and Topic: Various members of our group will speak about their own experiences in choosing Medical Plans and options available for Managing Retirement Funds. The floor will of course be open for anyone in the audience to voice their own opinions and objections. We also hope to have a representative from the San Francisco office of TIAA-CREF with us as

well as an administrator from our Human Resources office.

# 2--When and Where: From 3:30 to 5:30 on Friday, April 25 in the Taylor Room of the Library.

Speakers and Topic: Several members of our Society will tell us how they enjoy spending Free Time in Retirement. If you would like to volunteer to talk about your own favorite activity or hobby during those “idle hours,” please send Roland an email at: ([rdifranco@pacific.edu](mailto:rdifranco@pacific.edu)). Contributions from anyone present will, of course, be welcome.

#### Retirement Dinner—Roseann Hannon

This year's Retirement Dinner will be held on April 16th at Grace Covell and will begin at 5:00 p.m. We hope you will plan to attend. The Provost's Office, the Emeriti Society, and the Alumni Association will co-sponsor the dinner. Since the number of retirees this year is higher than usual (due to an early retirement incentive), you'll notice some changes have been made in order to manage the larger number in a timely fashion; e.g., some material will be printed rather than spoken. A new feature will be a buffet dinner. This will allow attendees to circulate and greet each other more easily and also provide a wider range of food choices. A special feature will be the announcement of the completion and availability of a 25-year history of the Emeriti Society.

The Provost's Office will send out invitations. If you use email, you should receive an e-vite; if not, you'll get a printed invitation. The e-vite will include a link so you can reserve and pay for dinners electronically if you wish.

## KEEPING in TOUCH and UP-to-DATE

Communication Corner. How can we keep in Touch?—Bill Topp and Walt Zimmermann

### 1. Emeriti Society Web Page Updated

The Emeriti Society's website "[pacific.edu/emeritisociety](http://pacific.edu/emeritisociety)" has been updated to provide more efficient access to current events and information. New left hand margin headers provide links to benefits, the University's listing of Emeriti Members and our own listing of board members. For those interested, there are links to archives for the "... of Cabbages and Kings" newsletters and Executive Board minutes. We want to thank Dale Dunmire and Carol Duns who have become our photographers in residence for Society activities. Their pictures are found on the home page and the Event link.

### 2. The Emeriti History is Now Online

The 25 year history of the UOP Emeriti Society was launched at our Spring Luncheon with a ceremony that featured the authors, Les Medford, Doris Meyer, and Roy Whiteker. Reviews have been excellent. This history is now available online at our website. Look for the header "Emeriti History" in the left margin. The history is also available in a 3-hole binder with tabs that allow one to sit back and read a fascinating story and also organize hardcopy of our email directories, C&K publications, announcement etc. Look for a notice on how you can purchase the binder-form of the

history.

### 3. New Email Directories

We sent out updated directories of email addresses (ordered by name and by city) for members and spouses who have email addresses in our master list. The listings are in "pdf" format for easy download and print. We are aware that membership information changes as people move, change email addresses, phone numbers, etc. It is our plan to send revised directories roughly every two months. The directories will include the date of last update. We rely on you to provide us information when changes occur. Some members are opening email accounts for the first time. Once notified we will immediately get the person in the electronic communication loop. A good link for all communication is our email address "emeritisociety@pacific.edu".

### A Proposal for an Emeriti Assistance Network—Roland di Franco

When Doris and I attended the AROHE meeting at UC Davis, we heard about support structures that Emeriti associations at the University of Minnesota and other institutions have developed to assist Emeriti with needs for assistance in health matters. The Executive Board would like to explore the development of a pilot network to do the same for Pacific Emeriti and their spouses.

The support activities that other Emeriti groups have provided are such things as transportation to medical appointments, dealing with a serious illness, and dealing with the loss of a loved one.

Here is a proposed structure: a Coordinator would run the Network. The Coordinator would collect a list of members who are willing to provide assistance to other members. Let's call them Providers.

A person needing assistance would contact the Coordinator and lay out his/her needs. The Coordinator would then negotiate with a selected Provider to assist the person. The Provider would take on the needs and report back to the Coordinator when the task is accomplished.

We also propose to build a library of support organizations in our local area. It might be placed online as part of the Emeriti website.

Some important questions need to be answered. What services should we provide and what services should we not provide? Do Providers need training? Are there hidden legal liabilities? What resources would the Emeriti Society provide?

If you have any interest in participating in this experiment, please contact me at [rdifranco@comcast.net](mailto:rdifranco@comcast.net)

The Order of the Pacific—Roland di Franco

At the request of the Emeriti Board I have been in contact with faculty on the Awards Committee concerning the Order of Pacific.

This year the Committee is proceeding quite differently than it did last year. It is having regular meetings in contrast with last year when they made decisions by email. The deadline was extended to allow faculty who are accepting the early

retirement offer from the University more time to apply for the award and to collect documentation.

The work of the Committee began with an extended joint session with President Eibeck in which the criteria were clarified. When the selection process was complete, the Awards Committee submitted recommendations to the President along with all nomination materials and short summary statements highlighting nominee accomplishments. The President then met with the Committee.

The names of those nominated and the deliberations of the committee are confidential. Results will not be known until a few days before Commencement.

## Report from the Academic Council—Roland di Franco

Academic Council meeting, September 2013

Professor Marlin Bates is Chair of the Academic Council this year and Professor Courtney Lehmann is Chair-Elect. They both attended New Regent Orientation and have had opportunities to address the Regents at Regents' Meetings.

Provost Maria Pallivcini reported that enrollment is up by 4%. The Law School is down by 36% and undergraduate enrollment is up by 14%. Average SAT scores fell from 1200 to 1174 this year. GPA scores dropped from 3.54 to 3.46 this year. Transfer students dropped from 259 last year to 185 this year.

The Provost reported that Information Technology will now report to the Provost. She will report the various faculty ranks, faculty compensation data, and the process of promotion and tenure to the Regents. The report is also available online.

Professor Ken Albala presented the new Program for an MS in Food Studies and Certificate. The degree is intended to train students in food writing, food industry, and marketing. It is primarily for positions in business. The program will require three core faculty and adjunct faculty. It will be housed at the San Francisco Campus. Approved by Council.

Professor Pete Schroeder presented a new program for a BS in Health and Exercise Science. The program will allow Pacific to pursue accreditation from the American Society of Exercise Physiologists. Approved by Council.

The Provost reported that WASC wants the University to provide an interim report in spring, 2015 on three issues:

1. Developing and implementing a comprehensive assessment system and effective program review process.
2. Creating and evaluating initiatives related to student success and diversity.
3. Establishing faculty workload policies.

Concerns were raised about the paucity of information related to the upcoming assessment of academic programs.

#### Academic Council meeting, October 2013

Chair Marlin Bates reported on his attendance at the Regents' meeting. The report on faculty titles was approved.

He asked if the Council would like input to a revision of the Honor Code (Handbook Section 11.24) which was written in 1958. The Council requested an opportunity to review the revision.

President Pamela Eibeck presented a brief summary of why we are going through the review process. Students' circumstances and expectations are changing. They expect excellence, strong college reputation, cost containment, lifetime benefits, and achievement of goals upon graduation. We need to insure that our programs are excellent. We will continue to have a strong liberal arts program and strong professional programs.

The review of Administrative Programs was released in October. An announcement regarding a retirement incentive programs for faculty was also made in October.

Provost Pallavicini reported that the Regents approved the BS in Health, Exercise, and Sports Science and the dissolution of the PhD in Educational Psychology.

WASC reaffirmed the University's accreditation for seven years. An interim report is due on March 15, 2015.

The Council approved a revision of the membership of the Strategic Planning Committee increasing the faculty membership to seven.

The Council then considered a revision of the Promotion and Tenure Guidelines. The document (Sections 6.3, 6.3.5, 7.5.4 and 7.5.5) was approved except for 7.7.5.

Revisions to FHB 12.3 Course Syllabus were approved.

Revisions to FHJB 12.17 Graduate Credit as Undergraduate were approved.

Professor Peter Meyer reported on the non-confidential decisions of the IPC. The reallocation for academic units will be 6%. The reallocation for non-academic units will be 7%. The Law School will be reducing their contribution to the Stockton Campus. Course fees may be eliminated, reduced, or incorporated into tuition. The tuition remission policy is under review. The position of Ombudsperson has been established and a search will begin shortly.

#### Academic Council meeting, November 2013

Chair Marlin Bates reported that the President and the Provost have been provided answers to the questions raised by the faculty at the All Faculty Meeting.

President Eibeck was not in attendance.

Provost Pallavicini presented a five-year study of Freshman Application Trends. Since the University began using the Royall recruiting company, applications have increased from 8K to 22K. The yield has been declining and is now below 10%. Our target is 15% yield. A new strategy is being used this year. There is an application fee of \$35. We are also using the firm Common App. The goal has been changed from 900 to 800-850.

The University has signed a Memorandum of Understanding with Sierra College to develop a University Center in Roseville.

The Council approved a new program for a Doctor of Audiology to be offered at the San Francisco Campus.

The Council approved an amendment to the Honor Code (11.4) indicating that violations will be reported to the Director of Judicial Affairs.

The interim ICIO of OIT, John Jones, is working on a plan to extend the bandwidth of the computer network. To avoid another shutdown it will be done in small pieces over the next 3 to 4 months.

Professor Bill Swagerty presented the Faculty Compensation Committee's Analysis of the Faculty Early Retirement Program (FERP). Nine concerns were raised.

1. Why is there a FERP for Stockton if these units are not in financial trouble? Response from the Administration: The program provides the deans with greater flexibility for reallocation targets for the Strategic Investment Fund.

2. The short window for faculty decisions seems rather rushed. Response from the Administration: The Deans are drawing up contingency plans for the various problem scenarios.

3. The deans will have all the power to reallocate funds from retirements in their school. In theory they will be in a position to greatly alter the character of the University. Response from the Administration: The Provost expressed confidence that deans will make wise decisions and will consider the views of departments.

4. Law School Faculty were given an incentive of 180% of salary. The incentive for FERPs is 150%. That seems to be an inequity. Response from the Administration: The University is firm in its offer. The need at McGeorge was much greater.

5. The short time frame to make financial decisions for financing retirement may lead to unwise choices. Response from the Administration: The University has contacted TIAA to provide the needs of faculty who accept FERP.

6. The offer letter stated that it is presumed that retiring faculty will not teach beyond their date of retirement. This restrictive language should be modified. Response from the Administration: The Deans will be able to hire back individual faculty if the President approves.

7. The University has promised to pay 50% of healthcare premiums until the retiree reaches age 65. The retiree who accepts the FERP is restricted from changing healthcare programs. Response from the Administration: The projected cost for such change is about 10%. The Administration will not change this offer.

8. Faculty who agreed to retire before FERP was offered are not eligible for FERP. This seems like punishment for thinking ahead. Response from the Administration: The purpose of FERP is to encourage faculty who were not going to retire to change their mind. The University is firm in this decision.

9. The University does not promise that retiring faculty under FERP will receive the usual privileges of retiring faculty: Emeritus Status, library privileges, email, and other Emeriti privileges. Response from the Administration: There seemed to be no need to include these details. It is up to the deans to recommend Emeriti status.

The Council approved the following motions:

1. To request that the administration extend the acceptance deadline from Dec. 2, 2013 to the end of the spring semester.
2. To allow the faculty member who elect FERP to choose the end of spring semester 2013 or 2014 as an effective date for retirement.
3. To request that Human Resources work with the Academic Council to see that all 51 eligible faculty have complete information about the financial choices for retirement. The Provost next spoke about Academic Planning and Alignment. The deans requested that there be a separation of deadlines and reports between the Academic Planning Reports and the Retirement Incentive Reports. Faculty are writing the Academic Planning Reports and they are due to the deans by Dec. 20. The Strategic Planning Committee has nine criteria and will apply them to each report. Each criterion will have its own score. The Comprehensive Academic Review Team will then examine the reports for consistency. The Deans will make their recommendations to the Provost in early January. The Provost has developed three areas for analysis: Program Quality, Sustainability, and Strategic Alignment. She will determine final recommendations. If a program is to be terminated it must go through the Faculty Handbook Process.

#### Academic Council meeting, December 2013

President Eibeck thanked the faculty for their participation in preparing program reports. The new building in San Francisco will be dedicated on March 7, 2014. Bus service is available for faculty.

Searches for a new VP of Business and Finance and a new Associate Vice President for Planning are in progress.

Plans for the details on the \$90 million donor-matching program in the Powell Grant will be presented to the Regents at their March meeting.

Provost Pallavicini reported that over 7K applications have been received. There is a trajectory towards a strong freshman class. The strategy this year was to target students more likely to enroll at Pacific, charge an application fee, and contact Northern California students directly.

The job description for the director of CTL has been posted internally. A new position of Vice Provost for Distributed Learning and Instructional Technology has been created. The job description is in progress and a search committee has not yet been formed. The Provost is continuing to develop a roadmap for IT. The Regents will have a half-day retreat on technology at Pacific.

To assist in the development of Educational Assessment she has sent 20 faculty to a WASC workshop on assessment. They will be asked to develop assessment plans.

Chair Bates reported on the President's response to the Council's concerns about the early retirement program.

1. President Eibeck reported that the deadline for acceptance of the early retirement program will not be extended.

2. If the dean and provost agree that there is a compelling need, the retirement date can be extended to the following year.

3. Concerning the needs of faculty to make choices for retirement the HR office has increased the resources for making these decisions.

The interim CIO of OIT, John Jones, came to the Council to get feedback on faculty needs and wants for IT. A long list of detailed suggestions emerged. They centered on mismatches in technology, inadequate support from OIT, the need to provide assistance in learning new technologies, and lack of support for IT in classrooms.

#### News from Members—Maurice McCullen

Paul Fairbrook's article "Long-Distance Collaborations for Change at the American University in Bulgaria" appeared in "Campus Dining Today." Call Paul or email [pfairbrk@gmail.com](mailto:pfairbrk@gmail.com) to get a copy. (We shouldn't be surprised by any news of Paul's global outreach, but the Balkans?)

Herb Reinelt will be interviewing Israeli & Palestinian peace activists this month to get "their take on the problem (they) face with continual displacement from their land." He writes that activists from both sides have joined in non-violent demonstrations, and that he was looking forward to joining up with "some very brave people." If he escapes from this unscathed, he "will then play for a few days in Paris." (We couldn't send a better man!)

Judy Chambers and Jim visited Greece, Israel, and Turkey in September and now are off to Asia for several weeks. Judy

remembers wondering why retired people take all the cruises and closes on a note of insight: "Now I know."

Ravindra Vasavada made "a wonderful trek to the base of Mt. Everest" last year and informs us that he and Tina have moved to Rogue Valley Manor in Medford, OR., where they are enjoying "this phase of (their lives) . . . We wish our colleagues a healthy and happy retirement." [ravin@comcast.net](mailto:ravin@comcast.net). cell: 707 326 6790

Ron and Sally Limbaugh also have re-located, from Sea Ranch to Elk Grove nearer to their daughter Sally and family. It was "good to see many old friends at the spring luncheon," Ron writes. (Old friends felt the same.)

Ria and Connor Sutton spent the New Year's holidays with kids and grandkids, including camping in the Redwoods, near Half Moon Bay. Ria notes, with characteristic Sutton understatement, that although the "weather was cool" it didn't interfere with their good time. They will head down here in May to see friends and for Ria's 50th class reunion at Pacific. "Wow! 50 years" (Always a shocker, ain't it?)

Lois Harrison, choir Director/Organist at St. Peter's Lutheran church in Medford, OR. is very happy with the church's new pipe organ, "a major commitment most churches would not make today. The best part is that I get to play it every Sunday."

Doug Tedards writes that he's turned 70 (a bit young for our group?) and Judy will retire from SUSD in June after 25 years. They plan lots of travel and visits with 5 grandchildren. Doug published a book of poems last June, available at Amazon and [www.tedards.com](http://www.tedards.com).

Ron Pecchenino is "still painting and exhibiting" at the Wyland Ocean Front Gallery in Kona on Hawaii's big island. He and John are renovating their home in Kailua-Kona and invite old friends to stop by when in the area.

Finally, we are pleased to correct the impression of those who seem to believe that The La Brack has retired to the rocking chair. Au contraire, mon ami. Busy Bruce has been, and will be, appearing frequently at home and abroad connecting up the Cultures. He has recently consulted and delivered training to various graduate and undergraduate groups who have completed degrees in the U.S. and are returning to home countries. Somehow Bruce has also found time to write and has chapters in three books now in press. One, "Encyclopedia of Cultural Competence and Communication" should soon show up on the shelves of most college libraries around the world. (Good job, Bruce!)

## REPORTS

### Treasurer's Report—Roseann Hannon

I last reported that funds in the Emeriti treasury had been decreasing over the past couple of years. Fortunately, that trend has reversed. The balance at the end of June 2013 was \$1369, whereas the current balance is about \$1900. To balance the treasury beginning this fiscal year, the Board adopted a charge of \$5 per person for our Wine & Cheese events, a charge that has been accepted by attendees with

good humor and no complaints! Good wine and cheese as well as spirited conversations with colleagues is well worth it! Luncheon fees have been maintained at \$20 per person with Bon Appetit providing an excellent menu. We have received some additional donations for each event and greatly appreciate the generosity of donors.

#### All-University Faculty Meeting—Jed Scully

On Thursday, February 27, Academic Council Chair Marlin Bates came to McGeorge and hosted a three-campus, all-University Faculty Meeting that linked the campuses via a video-teleconferencing hookup. Marlin had welcomed my participation and it turned out that I plus a member of the AC Executive Committee from McGeorge and Marlin were the only ones at the Sacramento terminal. There appeared to be 15-20 people gathered in Stockton and perhaps a half dozen or so in San Francisco. This event was well publicized and held at noon.

We had expected that the subject matter—the progress of “restructuring” and reprioritizing academic, budgetary and co-curricular facets of the University—would surely generate significant interest among faculty, particularly in light of the recent buyouts and layoffs of faculty and staff. Among the factors accounting for the light turnout may be an anxiety about how these looming changes might affect individuals. Surely compounding this anxiety is that the end results, the “new initiatives” and restructuring, will not be fully disclosed until May 1st. Rational reaction to change cannot be measured until one knows what the changes will be.

Most of the questions raised, primarily by the Stockton participants, concerned how faculty who accepted buyouts, would be replaced. By non-track hires? By temporary

appointees? By adjuncts?—or perhaps not at all. Concerns were raised repeatedly about the transparency of the restructuring process.

The process, elaborated by—among other documents—the Report of the Budget Task Force, suggests that budgetary and program planning be driven by the President and her cabinet, as well as the Provost, Vice-Presidents, Deans and Directors of academic and budgetary units. The Task Force recommended that the role of the IPC in allocating funding be reduced and shifted so that deans and directors would have more control over “their” money. Budget and planning models in use at Pepperdine and the University of Denver and recommended to the Task Force by outside consultants were recommended for approval at Pacific. The faculty role was designated as information collaborators with deans and directors, but the process above the deaconal level appears to be administrative in nature.

There was a feeling expressed that the former duopoly of faculty/administrative partnership in academic and policy planning is being replaced by a hierarchical administrative process, in which the “administration proposes, the faculty reacts, and the administration implements.” Advising faculty and other university constituencies of the progress on academic policy planning is not the equivalent of a seat at the policy deliberative table, when the “sausage” is being made. This new policy model is essentially hierarchical rather than collaborative. Policy justifications frequently reference benchmarks established by outside “peer” institutions rather than rationales developed by faculty within Pacific’s academic units.

Marlin is a good, forceful and credible advocate. He said: “I will bring your concerns to the Provost and to the President and I will get answers. But answers will not necessarily be satisfactory resolutions from a faculty governance viewpoint. . . . My conversations and requests for answers and feedback are not pursued at the expense of confrontation.”

So a process that began last Summer with the Report of the Budget Task Force will conclude with a rollout in April and May of the finalized Academic Programs and Administrative Review recommendations. On May 1st the President will host a University townhall to publish these conclusions. Interestingly, in the elaborate Summary of the policy planning timelines, there is no mention made of a review by the Academic Council, or collaboration with that group of elected faculty at the various stages of the deliberative process.

In this climate where administrative process is the major driver, collaborative inputs by elected faculty through the Academic Council is forced to a more reactive role, because policy planning is viewed as primarily administrative in nature.

Whatever might be said for online, multi-campus video conferencing, it is very difficult to maintain vigorous dialogue through Skype type formats. But, Marlin and his tech assistants, including Todd Roehlof of the McGeorge video staff, are to be commended for their efforts to reach out and include Pacific faculty.

Emeriti Society Oral History Collection—Doris Meyer

To get a unique, interesting, and personal perspective on the history of the University by dozens of your colleagues, have a

look at our online collection! At present, there are forty-eight interviews for your review and reading pleasure on two websites: the Emeriti Society web site and the Library Special Collection website.

In addition to these completed interviews, there are another twelve in process of being transcribed and edited. The Library Special Collections staff have been great about doing this tedious but necessary work.

Please contact any one of us on the Executive Committee to suggest yourself or to nominate a faculty member or administrator to be interviewed. We'll follow up on your suggestions.

Emeriti Society History – What's New?—Doris Meyer

Since the introduction of the Emeriti Society History project to those present at our February 12 luncheon, we have moved forward again.

In the last week of February, we hand delivered twenty-five of the completed binders to selected University administrators. Our hope is that these leaders will find our history interesting and recognize our Society as a valuable resource.

Secondly, you may know that the 2014 Faculty Retirement Dinner is coming up on April 16. Those retirees awarded “emeritus” status will receive a copy of the Emeriti Society History. We hope that the document will arouse this group’s desire to stay involved in continued service to the University.

We have used the “binder” format for our History as a reminder to future Executive Committees that the document is a “work in progress” that can be conveniently updated over the years as time and events may dictate.

Finally, the entire manuscript—as it now stands—will be placed on our Emeriti Society web site for you to read and/or download. And, we will soon will have available hard copies of the binder and inserts available at cost.

#### Obituaries—Mike Sharp

Ray Sylvester, associate dean and professor of Marketing in the Eberhardt School of Business, died Wednesday, Feb. 5, after a brief illness. He was 72. "This is a terrible loss for the Pacific family," said President Pamela Eibeck. "For more than 40 years, Ray excelled as a teacher, scholar and administrator. He will be very deeply missed by all of us."

Ray joined the faculty at University of the Pacific in 1972 and has served the School of Business as associate dean for undergraduate programs since 1987. There will be a celebration of his life on Thursday, March 27 in the Faye Spanos Concert Hall from 2 to 3:30 PM.

In lieu of flowers, the family requests that those wishing to do so make a memorial gift to the Ray Sylvester Memorial Scholarship Fund in the Eberhardt School of Business. For information or to donate, contact Tod Davis at 209.946.2998 or [tdavis@pacific.edu](mailto:tdavis@pacific.edu).

Paul Winters, a beloved professor and mentor who led University of the Pacific's debate team to national prominence, died Thursday, January 30, 2014. He was 89.

"Paul will be deeply missed," said University of the Pacific President Pamela A. Eibeck. "To hear his students describe the impact he had on their lives is to understand the profound

calling that is teaching and mentoring. He represented the best of this University, and leaves an enduring legacy."

His honors and accolades were many. He was named National Coach of the Year in 1964 by the National Forensics Association. He was a charter member and three-time president of The Northern California Forensics Association, which named their annual tournament the Paul Winters Invitational in his honor. He also was a charter member of the Cross Examination Debate Association and hosted the National Debate Tournament at Pacific in 1975, the first national tournament held at Pacific. In 1979, University of the Pacific recognized Winters with the Distinguished Faculty Award. At his retirement in 1989, he was awarded the Order of Pacific, the University's highest honor.

Winters' family is planning a memorial service for him on Sunday, May 4—on what would have been his 90th birthday—at his home in Tamarack, Wash. In lieu of flowers, the family requests that contributions be made to the Paul Winters Forensic Endowed Scholarship, which was established at his retirement by colleagues and former students. For information, contact Jimilyn Dorough in University Development at [jdorough@pacific.edu](mailto:jdorough@pacific.edu)

Elkin "Ike" Isaac, former Pacific athletic director passed away in Fort Meyers, Fla., within a month of his 91st birthday.

Isaac was a professor of kinesiology and trainer at Pacific for four years before becoming interim and then full-time athletic director until his retirement in 1984. During his tenure, he upgraded the football program, oversaw the opening of the 6,000-seat Alex G. Spanos Center, improved the women's athletics program and helped establish the Amos Alonzo Stagg

Award of Honor. Under his leadership, Pacific hosted its first national athletic event, the 1982 NCAA Volleyball Championship.

Iola Brubeck '45, wife and artistic collaborator of Dave Brubeck '42, recently passed away at her home in Connecticut after a brave struggle with cancer. Her husband had died little more than a year earlier in December 2012.

The Brubeck Institute will honor Iola in its upcoming Brubeck Festival, which runs March 26-29 in Stockton. Jazz luminaries such as Al Jarreau, Eddie Palmieri, Terri Lyne Carrington and Dianne Reeves will perform in Stockton. Lincoln Center in New York is also doing a week-long tribute to Dave Brubeck, featuring performances of the Brubeck Institute Jazz Quintet, Wynton Marsalis, and others, from April 7-13. These performances will be a fitting tribute to Iola's legacy.

Don Strub DDS of Mill Valley, CA, passed away unexpectedly on February 1 at the age of 83. According to Don's wishes, no formal services are being held. Contributions to the UOP School of Dentistry Scholarship Fund (2155 Webster Street, San Francisco, CA 94115) would be appreciated.

## IN CONCLUSION

THE CANE MUTINY CONTINUES—Jed Scully

“The time has come,’ the Walrus said, ‘to talk of many things. . . including cabbages and kings. . . and why the sea is boiling hot. . .’”

I would admit that on many levels, including sartorial and in personal appearance, I resemble the Walrus. And as our late friend Jim McCargo remarked, “Life ain’t no Dress Rehearsal”

Lately I have been drawn back once again to the impact that McCargo had on our sense of a collaborative community at Pacific. For a short period of time, caste and hierarchy were set aside while faculty, administrators, staff, students, and regents worked collectively and collaboratively across jurisdictional lines to rescue our idea of Pacific from fiscal and program insolvency. The “seas were boiling hot” and only cross-function collaboration could cool and calm the roiling waves.

More than a decade of stability, competence and professionalism followed. But a set of new, mostly external crises have emerged. Parts of the University have lost their sense of “self” and of their confidence to remain in the front of relevance in a millennial academic environment which is globalized, instantaneous, and untethered from traditional organizing philosophies and principles.

Pacific is now undergoing analysis and change, accompanied by a continuing perception that there will be “winners and losers.” In this climate, the seas and temperatures rise. Transparency is thought to telegraph vulnerability and diminished confidence in good outcomes for everyone. Some think that collaboration carries with it a loss of ownership of results and control of implementation. Turf disputes arise, and are manipulated by outlier personalities. Process is lauded and publicized, often at the expense of substantive examination, dialogue and conversation.

We should not wait for crisis. It seems to be at hand. Too much attention directed toward what our peer institutions are doing or not doing deprives us of the energy to mobilize our own

collaboration for relevant definition and change.

So what are some of the larger issues facing Pacific that demand our collective examination? How about the future of legal education as currently structured with a more than fifty year-old-model? Do we understand the dynamics of the falling demand for conventionally trained lawyers? Surely it is not a go forward strategy to simply downsize and cut costs to shrink our capacity to fit decreased demand. Similar questions can certainly be raised in other professional fields including dentistry, pharmacy and business. And what are the millennial core requirements that mark out a university educated graduate and make that person valuable to our economy?

All of us have a role to play in this conversation; those of us who are still in active service as professors, students, administrators and regents, as well as either teaching or student alumni who believe passionately in the past and tfuture of Pacific.

We are all in the “green room” suited up and ready to go on stage. Yeah, Jim, Life ain’t no dress rehearsal.. So let’s just begin that collaborative conversation, across status and jurisdictional lines, right now.