

### Aknowledgements.

All photos dated 2012 were my creation, all other photos are by Ansel Adams from the Bancroft Gallery collection and the UC Riverside California Museum of photography.

Some sources and bibliography in addition to the footnotes in text :

Ansel Adams & Nancy Newhall : *Fiat Lux, The University of California*, Facsimile 2012 (originally published in 1967).

Ronald Barnett (edt). : *The future university : Ideas and possibilities*, 2012.

Ernest Boyer & Fred Hechinger : *Higher learning in the nation's service*, 1981

Clark Kerr : *The uses of the university* (fourth edition), 1963 (+ preface written in 1994).

William Neilson & Chad Gaffield : *Universities in crisis, a medieval institution in the twenty-first century*, 1986.

Chris Newfield : *Unmaking the public university*, Chapter 8, 2008.

Seth Rosenfeld : The rise of Clark Kerr, in *Subversives*, 2012

UC : 19th-century: Founding UC's flagship campus,

<http://berkeley.edu/about/hist/foundations.shtml>

++ all the news, articles, websites, meetings, dialogues with staff, students, visitors, humans I could get my hands on and ears close to.

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### A CALL TO CARE --- PAULINE AUTET

1.



*Charter Day, Greek Theatre in Berkeley, 1964*

Berkeley, where the first campus of the University of California was built, opened its first few buildings to an initial body of nearly 200 students in 1873<sup>1</sup>. As interest for education grew here in California and globally in the next century, universities also expanded rapidly in size, student enrollment and multiplying campuses.

When the UC was first envisioned and constructed in Berkeley, the core values and purpose set for the new educational system were to provide both classical and practical forms of education for Californians.

University President from 1958 to 1967, Clark Kerr was praised for his contribution to the development of a university with multiple campuses but also for the organization of tertiary education in the entire state of California as Kerr describes in his well-known book *The Uses of the University* (1963).

As a foreign visiting student here in Berkeley, my prior knowledge about the University and its wider historical context was very minimal. However I realized that many students here also lack in detailed knowledge of the UC's history because this is quite a different era.

After researching and learning about this subject, it is my view that both the statistics and historical narratives of the 19<sup>th</sup> century point to a fast and excessive growth of universities in Western countries - and especially in California - which could not possibly continue its exponential spread forever. Therefore I support the growing theories that public education is now at a critical intersection and needs significant change if it is to maintain a central position in the betterment of society. Furthermore, as I consider myself to be a global citizen, I feel that the changes and decisions in American public education do and will affect me and my community/ies in the future. Finally, as a student attending an overseas university, I know just too well what student loans, lifestyles and deceptions are all about, facilitating my understanding and involvement in this debate.

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1 History of UC Berkeley <http://www.berkeley.edu/about/hist/foundations.shtml>

Kerr, despite his vision of a “central animating principle”<sup>2</sup> for the entire UC community, also recognized that the system is somewhat at war internally, and he perceived the beginning of the end in this century of unsustainable growth of the University. Yet his passion and dedication to the UC led his attempt to save the system from a harmful downfall, even when it meant a partial sacrifice of his driving principles ; “coexistence”, he said, would be “more likely than unity”<sup>3</sup>.

As he was witnessing shifts of power from within the University to outside the multiversity<sup>4</sup> - into state and national sources of influence, - he realized how the system was tearing itself apart, as can be expected from an increasingly more liberal population, determined to find more freedom and control after two world wars and a rising sense of globalization. However, it is easy to imagine how a united community might suffer from too many forces pulling in opposing directions and be unable to move in any one direction. The University was losing its united goal and purpose while trying to be too many things at once.

In 1963, while the Free Speech Movement was forming and other student revolts and related political turmoil such as anti-war protests were in the air, President Kerr commissioned photographer Ansel Adams and writer Nancy Newhall to collaboratively look at the University and produce a vision of the future direction UC could take.

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2 Clark Kerr, *The Uses of the University*, 1963 (p.1)

3 Clark Kerr, *The Uses of the University*, 1963 (p.27)

4 Kerr uses the word *multiversity* in *The Uses of the University* (1963) to describe a university that has a several separate locations as well as serving a multitude of functions.

2.



*Left : Charter day audience, Greek Theatre, 1966*

*Right : Freshman reception 1966*

When Ansel Adams and Nancy Newhall observed the wide territories of the University of California, they probably saw the reflections of Clark Kerr's drive for progress and improvement in the means of the University. Yet Kerr was also concerned with access, freedom, and quality of education to keep the student body satisfied.

Many of Adams' photographs show crowds of students within majestic scenery, heading in orderly fashion towards the prestigious buildings where their classes are held. Also represented in the photographs are serious male professors, posing in highly charged academic contexts as if to prove their level of achievement and mastery; and many new buildings in construction throughout the various campuses. On the other hand, many of the now well-known student uprisings and protests of the 1960's are absent altogether in Adams' carefully planned shots<sup>5</sup>.

While Kerr understood that the University 's enormous size and diversity meant that there was “no single end to be discovered (but) several ends and many groups to be served”<sup>6</sup>, his treatment of the institution as an industry was heavily critiqued by scholars and students<sup>7</sup>. As this opposition was not part of Kerr's 'master-plan' for the future and he was the main commissioner of Adams & Newhall's endeavor, it is not that surprising to search the archive in vain for photographs of angry protestors or peace-breakers<sup>8</sup>. I wish to draw two hypothesis from this controversial issue.

First, it is probable that Adams and Newhall did not realize how much these uprisings would change and influence the future of the University, especially if they were motivated by Clark Kerr's futuristic

vision and possibly his expectations not to include these opposing voices.

Secondly, it seems important to remember that the challenge presented to Adams and Newhall was to witness the UC's achievement in crossing a century of age and envision the coming 100 years, rather than document the present<sup>9</sup>. This may at least begin to explain why the 1967 Fiat Lux publication presented nearly 200 selected photographs and accompanying texts that focused on the core values, resources, and impacts of the University on the wider community and looked at how each campus varied in form and focus. At present, so much emphasis is put on critical debate and yet I feel that the challenging need is to formulate a realistic list of priorities and steps towards a common goal. It is to their credit that Kerr, Newhall and Adams attempted in their own way, to formulate such an approach.

In any case, since Fiat Lux was published in 1967, the same year that Kerr was dismissed as President of the UC, the book didn't get a chance to be seen or engaged with by very many. Irvine was the only campus to exhibit the printed photographs, in 1991.

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5 In current discussions about Adams portrayal of the UC, this absence is a popular criticism. The liberal transformations of the 1960's are well visible in documentary photographs by social photographers such as Kenneth P. Green.

6 Clark Kerr, *The Uses of the University*, 1963 (p.29)

7 ..... wrote some of the main critiques against Kerr's leadership.

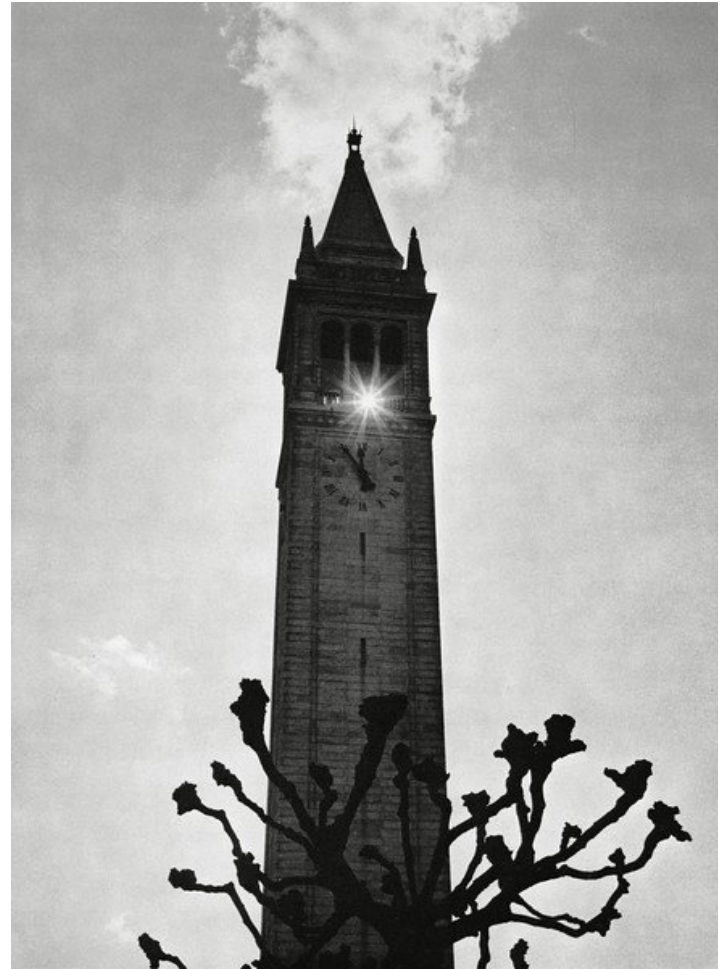
8 However it is worth noting that in a 1972 filmed interview, Adams states that he was given complete freedom as to the subject of his photographs.

<http://www.youtube.com/watch?v=h1YeKFec-Uc&feature=plcp>

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9 In 2012, all discussions about the future seem to focus on the next two to ten financial years.

3.



*The Sather tower, Berkeley*

Right from the 1862 Morrill Land Grant Act that initiated the creation of the University of California to, more recently, the 2008 financial crisis; external socio-political pressures have deeply affected the fate of the UC and have been catalysts for change, either directly or indirectly through the hierarchical system of the University. In 2010, the Board of Regents of the UC reported that in response to the global economic recession, unavoidable sacrifices should be expected within the University system. In repetitively doing so, the Board slowly establishes certain beliefs and expectations in students, staff, and members of the wider community, possibly to prepare and partly to excuse the potential reforms underway. This spreading of hegemonic beliefs can be seen at state and national scale too; the financial crisis is somewhat an advantage that positions of authority can use to rationalize their actions and try avoiding threatening resistance<sup>10</sup>.

While part of the student/staff body might subconsciously believe in the direct relationship between financial crisis and tuition increase or/+ decrease in education quality, not everyone reacts passively. In 2009 through to 2012 high numbers protested against tuition fee hikes and successfully 'occupied' the campus in rejection of the proposed increase last year<sup>11</sup>. For students, it can be hard to believe that tuition was free at the time Clark Kerr was President<sup>12</sup>. UC tuition fees have more than tripled in just ten years and there are currently no plans to stop hikes<sup>13</sup>. University executives, especially at UC, should not await an uncritical response to the unreasonable deterioration of such a crucial public service.

The Regents' Commission for the Future asserts in its 2010 Final Report, that current economic conditions are poor but that the "future cannot be avoided"<sup>14</sup>. Yet, drawing from the dedication of *Fiat Lux* to those who make the future, professor Catherine Cole pointed out at the opening of the *On*

*The Same Page* program this year that "the future has to be created". As Ronald Barnett holds in his valuable proposal for the future of the public universities, "believing in the university, therefore is a crucial part of the inquiry"<sup>15</sup>. Especially in critical times, universities globally need leaders who are positive, genuinely dedicated to the common good, and able to take risks for the future. Catherine Cole was responsible for re-exposing the photographic archive of Adams and Newhall's work and bringing it back to the discussion table through various events organized this year under the umbrella of *On The Same Page*<sup>16</sup>.

The exhibition *Fiat Lux Redux*, open until February 28, 2013 at the Bancroft Library Gallery, presents Adams' original photographs and other historical elements that initiates a dialogue between a past undertaking which should be used as an asset and more recent interpretations of the Fiat Lux collaboration. Showing these photographs on the Berkeley campus for the first time not only allows us to compare our present situation to Adams' vision 50 years ago, but also offers an opportunity to merge past visions with present context in order to look at the future in a more ambitious and daring way.

*Fiat Lux Redux* also reinforces the potential of art as a tool in a social context to activate, motivate and encourage mobilization and change. As Barnett argues, what is necessary to find these new possibilities is imagination and exploration which can easily be associated with many contemporary art practices. Above all, it is necessary to think fresh and start the process with visions rather than constraints of faulty systems such as capitalism. However, Barnett rightly warns that a certain realism has to be exercised too if we are to apply the product of our imagination back to the external context that influenced our creative thinking in the first place<sup>15</sup>.

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10 Otherwise, how can we explain that governmental support for the UC was diminishing well before the 2008 crisis? [http://ucaft.org/webfm\\_send/239](http://ucaft.org/webfm_send/239)

11 <http://www.dailycal.org/2011/10/26/protest-days-at-uc-berkeley-rebranded-occupy-cal/> In addition, this year's Walkout on November 8 2012 was well attended and the event was efficiently used to create an opportunity for direct dialogue and strategy-building.

12 UC yearly tuition increased from \$4,000 in 2004 to over \$13,000 this year [http://www.ucop.edu/operating-budget/\\_files/fees/documents/history\\_fees.pdf](http://www.ucop.edu/operating-budget/_files/fees/documents/history_fees.pdf)

13 Students are not meant to be customers!

14 [http://ucfuture.universityofcalifornia.edu/presentations/cotf\\_final\\_report.pdf](http://ucfuture.universityofcalifornia.edu/presentations/cotf_final_report.pdf) (p.2)

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15 Ronald Barnett (ed.), *The Future University ; ideas and possibilities*, 2012 (p.3)

16 <http://onthesamepage.berkeley.edu/>





*Stop raising the price of our dreams, Berkeley Walk-out,  
November 8 2012*

4.



*Theatre Arts, group painting rosette window, UCLA 1966*



As well as being responsible for the *Fiat Lux Redux* exhibition and other events on the Berkeley campus, an Art Practice class has been facilitated by *On The Same Page* for the fall semester 2012. Fifty years after the Adams/Newhall challenge, this class has been given a similar task: to create future visions for the University of California through collaborative artworks and discussion.

As providers of experiences that people want more than need, artists have always had to be adaptable and creative problem-solvers to sustain a professional practice. In a time of crisis when leaders might seem uncreative in their problem-solving roles, it can be useful to turn to alternatives that are fresh and somewhat unexplored or at the least possibilities that are not exhausted.

Fiat Lunch is a new genres art practice class of 17 students and instructor who meet twice a week, share lunch and strive to think critically and unconventionally about the University. After ongoing research, open discussion with academics, artists, curators, critical thinkers, students and other university-associated members, the group drafted the following mission statement:

*To work collectively as artists to provoke and inspire the campus community and ourselves to dream a sustainable, growing, (progressive?) institution for education and California*<sup>17</sup>.

By directly initiating conversation with people on campus, it is possible to inform, question, and learn with others who are also concerned for the success of the UC in the future. By interacting with members of the campus, our group is not limited to information from written sources and we have the opportunity to assess how truthful the external reporting we hear is. Initially, the group needed to have a first hand idea of the situation on campus. Are people engaging? Who pays attention to discussions about the future of the University? Is there any noticeable sense of a common purpose that unifies the voices we hear? Ultimately, does the University

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<sup>17</sup> <http://fiatlunch.wordpress.com/>

community body (students, staff, regents, professors, neighbors, workers...) care about the future fate of the University?

As Gloria Dall'Alba points out in her call to care for the university, "care for others and things can contribute constructively to the natural environment, social organization and achievement of human potential in ways that strengthen the ethical bases of our societies, as we take responsibility for our ways of being in the world" but "developing the capacity to care is arguably more complex and intellectually challenging than settling for improved rationality or readily measurable outcomes"<sup>18</sup>. Consequently, reaching Fiat Lunch's hope of a more caring and responsible community throughout the UC institution is made difficult by more immediate and restricting obstacles<sup>19</sup>.

The powerful strength and drive of mass actions and manifestations are partly fuelled by the participants' realization of what they can achieve at a collective level. This campus has witnessed more than once how a unification in purpose can be fruitful. But as Dall'Alba argues, for this unification to happen, there needs to be a sense of care for the university and the university itself needs to advocate for it.

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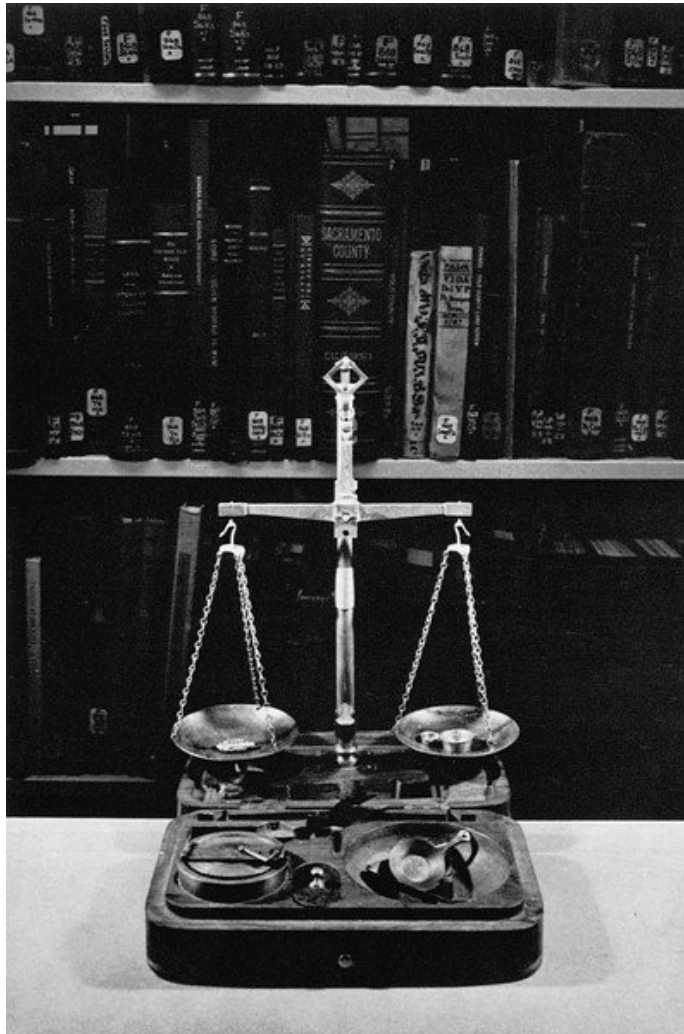
<sup>18</sup> Gloria Dall'Alba, *Re-imagining the University : Developing a capacity to care* (p.115), (In Ronald Barnett, *The Future of the University*, 2012).

<sup>19</sup> For example, economic and administrative regulations that students (and others) are required to complete, sometimes limits their availability, desire or belief for collective endeavor.



*Food for Thought event on the Berkeley campus, organized by Fiat Lunch, offered food to anyone willing to contribute in envisioning the future of the UC. November 2012*

5.



*The Wimmer Nugget, which started the Gold Rush, is here displayed in gold scales of the period. Bancroft Library, Berkeley*

A caring and united community is not always desired nor convenient for the leaders of any commodified institution such as universities have become. Competitive entry, tuition rise, financial hardship, and complex administration are pressures that encourage individualism over collective efforts. On the contrary, a collective, caring attitude across higher education, research and social engagement should be promoted to, as Dall'Alba argues, “enhance the ethical bases of our endeavours ... (and) secure a continuing contribution for the university into the twenty-first century”<sup>20</sup>.

However, as manifestations such as *Occupy*, *Teachthebudget*, or student socialist groups claim, the national, state, and university leaders are increasingly more profit-driven, sacrificing in the process the quality, meaning and sincerity of higher education<sup>21</sup>.

As many scholars such as Anya Kamenetz warn, the negative consequence of the commodification of education is highly associated with abusive positions of power and greedy decision making: the goal is not to provide the best service for its community but to maximize profit from 'customers' and keep fueling the growth of this increasingly complex system. This explains the growing popular demand for transparency of the system – in becoming market-dependant the University is loosing the faith and trust of the people it is meant to serve. The reality is that some things have changed since Kerr's era, not only tuition has gone from none to \$13,000/year in average, but obtaining a degree is now far from guaranteeing employment or stable income. Why is increasing enrollment now more important than maintaining consistent education quality standards? What height are we trying to reach without a solid foundation?

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20 Gloria Dall'Alba, *Re-imagining the University : Developing a capacity to care* (p.121), (In Ronald Barnett, *The Future of the University*, 2012).

21 A strong discussion exists on the topic of out-of-state student numbers - who pay over \$33,000 in yearly tuition – increasing so much they may be taking the place of Californians. <http://occupycolleges.org/2012/04/18/university-of-california-admitted-43-more-out-of-state-and-international-students-than-last-year/>

It is crucial that we stop believing in old myths and brainwashing ideas injected by profit-driven views in position of authority that pretend to care for its community above all. The UC Board of Regents this November 2012, held their meeting at UCSF as normal while students were mobilizing and marching outside the Police barricaded conference centre<sup>22</sup>. Their refusal to acknowledge and respond to these passionate and determined protesters proves to me that the executive machine of the UC does not take unprofitable motivations seriously.

Even more tragic is how the system seems to succeed in discouraging students contesting their control, by ignoring student mobilization at their door. While they declare that financial measures are unavoidable due to the recession, executive wages raise regularly and so does the number of senior managers- now higher than the number of faculty members<sup>23</sup>, prompting a difficult question. Is the University's fundamental concern academia - as it should be?

Jon Nixon introduces a philosophy that may seem old-fashioned but that may be necessary to reconsider if we are to improve this current mess. For Nixon, universities need to be refocused towards the common good. As he concludes, "money matters, but what matters more is how that money is spent: to what uses it is put and what purposes it serves"<sup>24</sup>.

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22 Their banners reading *No hikes. No cuts. Public education for all. No privatization.*

23 [http://ucaft.org/webfm\\_send/231](http://ucaft.org/webfm_send/231)

24 Jon Nixon, *Universities and the Common Good* (p.150), (In Ronald Barnett, *The Future of the University*, 2012).



6.



*We want the power, Berkeley Walk-out, Wheeler Hall, Nov. 2012*



*The Sather Gate, Berkeley*



In 1963, the President of the University of California – Clark Kerr – was the initiator of Fiat Lux : a creative project to celebrate the centennial and envision the future of this institution. Today however, I am not sure President Mark Yudof is aware of Fiat Lunch : a class set up especially to bring an artistic approach to focus on the long-term direction that UC should face. For the University community body to care more about the future of this institution, the UC must reestablish a relationship of trust first by showing that it truly cares for the success of its community. In other words, choices made by leaders need to lean increasingly more towards what is right over what is profitable, what is favorable to the core purpose of the University over satisfying external pressures.

In *The uses of the University* (1963), Clark Kerr discussed the expectations and responsibilities of being leader to such a diverse enterprise as a public university. Among other things, these include identifying a vision for the institution, mediating in difficult times but also protecting fundamental qualities such as freedom and quality, and being devoted to students, staff and executives equally<sup>25</sup>. It is true that the context has changed a lot since Kerr was President of the UC but it is also too simplistic to say that his approach is outdated. His driving principles of what the University should provide for its community are still relevant and inspirational today, especially if we wish to avoid a market-driven institution in which academics no longer come first in decision making. The more universities choose to function like businesses, the less transparent the system becomes and the more students distance themselves from the institution emotionally. When student groups loudly protest, they do so in an attempt to claim back the bond between the University as a trustworthy service for the common good and the community body. A bond that should be based on collective learning and support, fair share of power and responsibilities and genuine care for each other.

It has become more common for the University community to get

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25 Clark Kerr, *The Uses of the University*, 1963.

through their UC experience without engaging or developing a sense of care for the University's environment and other members<sup>26</sup>. For this attitude to change, everyone involved needs to realize that the University cannot be everything it is expected to be at once and that choices have to be made about its fundamental areas of purpose in order to serve those fully. Also crucial in such influential institutions is the role of leaders as facilitators who should help develop and reach collective goals without neglecting the importance of process<sup>27</sup>.

Lawrence Halprin, who in fact was the landscape architect of the popular Sproul Plaza on the Berkeley campus, offers a method for team-work through scores in his book *Taking Part*<sup>28</sup>. Halprin and his wife Anna Halprin have worked collaboratively to describe how a team can successfully work together to produce scores, with the guidance of a leader whose role is not to direct or criticize the group but only facilitate its success by generating resources and providing guidance for the process – possibly a neutral leader whose sole goal is to see the team perform their score. This would ensure that the group's effort goes towards a collective goal, not an individual vision. This process also allows for the product to develop a flexible shape while a work in progress rather than working to reach a pre-existing rigid goal. Therefore, it has more chances to be molded by a multitude of people. Hence in the cycle formulated, which is visible to me in the way Fiat Lunch operates, change is used as a tool for production. As I see a growth in numbers of collectives that strive to find better ways to run and fix global societies, I am hopeful that this approach will continue to grow.

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26 At the 'Food for thought' event, held by Fiat Lunch in November 2012, many people I engaged with were Alumni who spoke of the diminishing scope of student activism and engagement within the UC system, even as student enrollment numbers increased hugely since they attended Cal.

27 Process is important for the product to stand on strong and durable bases unlike the extremely complicated way the UC functions and is funded.

28 *Taking Part: A Workshop Approach to Collective Creativity* (with Jim Burns) (1974)