



CSC's new chancellor Robert Stevens takes over a position of tremendous political and social importance over and above making sure 8,700 students get a proper liberal arts background.

Stevens has commendable credentials. An Oxford-educated English lawyer, he taught law at Yale University, was provost at Tulane University in New Orleans and left the president's position at Haverford College in Pennsylvania to take the UCSC job.

A legal historian, Stevens has written several books including "In Search of Justice." He chairs the American Bar Foundation's research advisory panel, is a member of the National Council on the Humanities and has worked for the governments of Kenya, Uganda and Tanzania to help establish the East African Community.

An affable and erudite fellow at 54, Stevens virtually oozes British charm tempered by almost three decades of life on the East Coast. He's anxious to take the reins as UCSC barrels through what may be its toughest period of growth since it opened in 1965, but he's aware of the administrative problems unique to academia.

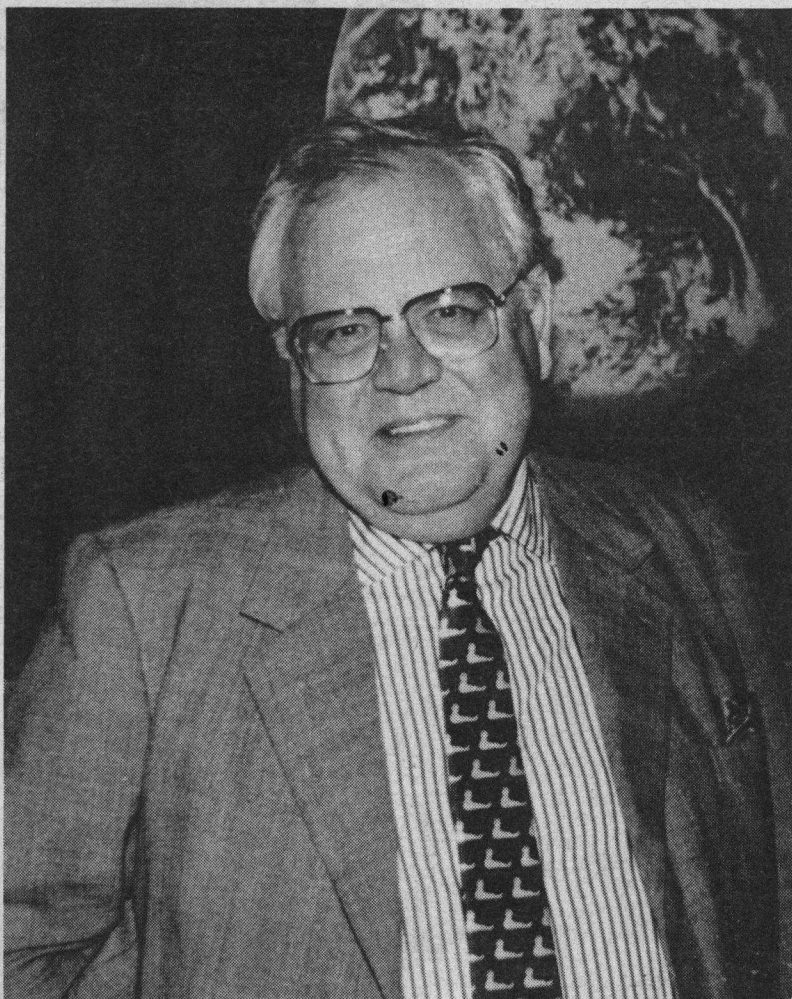
"Certainly a chancellor should be very important in giving leadership and implementing decisions, but sometimes businessmen assume that you're like the president of IBM and you make the decision and the cogs immediately start grinding.

"Unless you do a lot of listening in higher education, the decision is going to lead nowhere. To give an unrealistic statement and say that this is what we're going to do is unrealistic."

**"You can't have somebody understanding Goethe and not able to understand how Chernobyl happened."**

#### Scientific Method

Stevens has listened closely to the controversy his predecessor, Robert Sinsheimer, caused by proposing a research and development science park to bring industry to the campus. "I think I can safely say, while we'll certainly be building new science buildings and we're about to begin on the science library and Natural Sciences III, as it's called, we certainly have the (research and development) science park on a very back burner."



Sciences are an essential part of UCSC's mission, he believes, and expansion of the science programs will continue under Stevens.

"The world, I'm afraid, is going to be more scientifically oriented, not less so, and if we're talking about producing educated people, which is what the liberal arts and sciences are about, you can't have somebody understanding Goethe and not able to understand how Chernobyl happened."

The myth of UCSC as the "undergraduate campus of UC" may draw to a close during Stevens' tenure, if he gets his way.

"Sometimes on this campus, graduate and undergraduate programs are talked about in such a way that they seem antithetical. Graduate programs can certainly drain off energy from undergraduate programs, but equally good graduate programs can strengthen good undergraduate programs."

Fewer than 10 percent of UCSC's total enrollment are graduate students, compared with UC-Berkeley's nearly 25 percent. There are only 20 graduate programs at UCSC, a number likely to grow under Stevens.

"Small graduate programs here would be very good, because if we are doing the right things by way of our undergraduates, it would be a very good atmosphere in which a graduate student, who in a way is in a form of apprenticeship, could see what's going on."

#### Building a Bigger Future

Those new science buildings are probably the tip of the iceberg for future UCSC growth.

"I think there will perhaps be even stronger pressure on us to grow from the state. For the first time this year

"We could do with a good theater and a good concert hall. The theater and concert hall we have are not adequate for the size of campus we have and the kind of quality performers we hope to attract."

#### Let Sleeping Students Lie

UCSC's commitment to house a large number of students on campus (42 to 45 percent of UCSC's enrollment now lives on campus, and some proposed plans call for as much as 70 percent of the enrollment to live on the hill in the future, according to Jerry Walters, director of housing services) demands the construction of new housing.

Construction projects last year brought out many student protesters, who complained about the appearance and safety of the new apartments, an issue Stevens hopes to avoid in the future by building cautiously.

"The California system requires us to pass on to students the cost of housing. If we build too fast, we price ourselves out of the market.

"Even if we provided reasonably priced housing, we will never be able to compete with the cost of living in great squalor (the standard student

## New MAN in a Hot Seat by Rick Hildreth

there are a number of university-qualified people who can't get into any other campuses."

Aware of the public outcry that inevitably follows any hint of expansion on campus, Stevens is careful when discussing growth.

"Clearly, we are one of the areas (in the UC system) that's physically in a position to grow. It's a very beautiful campus and we would destroy much of our purpose if we grew too rapidly. And I think we'd undermine the quality of education.

"But, I would like to see gradual growth which I hope would be very sensitive to the needs of the city and the county. I hope it'll be sensitive to the environmental needs of the campus. I think some people would see any building anywhere as retrogressive. Alumni and their immediate predecessors, students, tend never to want to see any institution grow."

A new performing arts theater and concert hall will probably be built for the 25th anniversary celebration in 1990, Stevens said.

house with five or eight people sharing three bedrooms).

Local government, landlords and contractors must bear some of the responsibility to make sure students live in safe, affordable homes, he said.

"I've just been talking about restructuring the housing committee, which is a joint city/campus-wide committee, so that we really will, as far as possible, have serious discussions with the city about the housing problem."

Stevens hopes to be open and frank with students, faculty and the community, he said, and expects to be at UCSC for some time.

"I was offered a number of presidencies and this was, I thought, the most interesting, partly because of the college system and of the challenges the university faced as it grew. It seemed a very interesting place to be."