

SANTA CRUZ SENTINEL
UCSC
1990-1999

Stevens cites achievements

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SANTA CRUZ — A black-and-white photo of UC Santa Cruz Chancellor Robert Stevens wearing a graduation cap and gown graces a wall in his spacious office.

The tassel is blowing across his face, forming an amusing moustache on the British barrister.

The fifth chancellor in UCSC's 24-year history, Stevens quickly offers tea and coffee to visitors of his office in McHenry Library.

He often interjects humorous quips into discussions about campus affairs and enthusiastically mentions he has lost 30 pounds, standing to show off his new waistline.

Although he remains upbeat about his tenure, the three years since becoming UCSC's chief executive officer have not always been easy ones for Stevens.

"Obviously, one would rather have bouquets than brickbats, but the truth is being chancellor is not a popularity contest," he said.

While critics point out several investigations and controversies that have arisen during the Stevens' administration, the chancellor and his supporters say he has been successful in:

● **Relations with the city:** It wasn't long ago that UCSC and the city of Santa Cruz were meeting in court to battle the issue of campus growth. Many credit Stevens with improving the relationship between the university and the city. The chancellor said he broke ground with a fair-share agreement that will hold the UC system responsible for a portion of improvements to water, sewer and road programs as the university grows.

"He inherited real difficulties with the long-range plan, interactions with the city, and the situation was one of a lack of communication" said Clifton Poodry, dean of natural sciences. "A real strength has been healing strained relationships. He's been a leader in relations with the city."

● **Building the graduate program:** Geoffrey Pullum, dean of graduate studies and research, credits Stevens with strengthening the graduate program. Four new graduate studies have been created and more money has been allocated to graduate students and research during the past three years, he said.

"When I have turned to Chancellor Stevens, he has been there," Pullum said. "He has been the most supportive chancellor for graduate work ever."

● **Attracting donations:** According to Stevens, alumni and other donations have increased from \$40,000 to \$600,000 during his tenure. "It is not nearly as much as we need, but it's substantial," he said. "We're beginning to look for outside support. I did a lot of talking to foundations. The alumni have been a lot better organized."

● **Recruiting minorities:** Stevens said minorities composed only one-fifth of the UCSC student body when he arrived. Now, he said, one-third of the students are ethnic minorities.

● **Capping growth:** "I was very pleased I was able to persuade the Regents to limit this to a campus of 15,000 students," Stevens said. This cap will keep UCSC the smallest of the UC campuses.

● **Revising the college structure:** Stevens said much of his energy has been spent transforming the UCSC college structure from one that meets the needs of a small university to that of a "major research university. There has to be a great deal of evolution," Stevens said. "We need to strengthen the deanships and strengthen the board chairs."

● **Long-term planning:** Stevens has formed a 2005 Committee, charged with developing a plan for what UCSC should be by that year. "The 2005 Committee has come up with a series of recommendations to look into areas where we ought to develop," said Stevens.

"What we still haven't got is a vision of what we should look like in the year 2005."

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