

Getting down to work

Greenwood envisions new frontiers at UCSC

UCSC - Faculty
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By KAREN CLARK

Sentinel staff writer

SANDWICHED between talking business with one of her vice chancellors and talking science with a Washington, D.C., colleague last week, M.R.C. "Marci" Greenwood was fretting about her cleaning lady.

She wanted someone to take a look at the ancient vacuum cleaner the staff was being forced to use at University House, the campus residence of UC Santa Cruz's chancellors and the place Greenwood has called home for

nearly two weeks now.

"I noticed it wasn't working well ... and they may need a new one," said Greenwood, the university's first woman chancellor in seven tries. "I may be the only chancellor in history who's actually used the vacuum cleaner there."

This is not an anecdote about a powerful woman preoccupied with household chores in the typical mode of today's weary Superwoman.

It's a revealing snippet about a self-made woman who hasn't allowed a career filled with high-

powered successes from Vassar to the White House to snuff out concern about the people who work for her.

Even a just-met cleaning lady.

"One of the things that makes her a good person to work with is she's always gracious," said Leslie Sunell, assistant dean of graduate studies at UC Davis, where Greenwood was dean until coming to UCSC in early July. "There's several of us who would go with her at a drop of the hat. There's no question she engenders great loyalty."

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M.R.C. "Marci" Greenwood was a dean at UC Davis until coming to UCSC as chancellor.

UCSC chancellor

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GREENWOOD, the woman with an alphabetic first name (she's mum to the meaning) and two bluepoint Himalayan cats (one's 14 and one's 5 months old — both shed, hence the vacuum cleaner), still hasn't finished unpacking boxes delivered in the past month from her home and office in Davis.

It's not that she's hedging against a quick getaway should the honeymoon fail. It's that she has had a houseful of friends and relatives ever since arriving at her temporary UCSC residence in the Cowell provost's house on the Fourth of July.

This is the time of year when people spend their vacations with her, said Greenwood, and she didn't think a little thing like becoming chancellor should spoil any long-laid plans.

The guests include her 34-year-old son, James, and his new wife, Michelle, Arkansas residents who eloped to Lake Tahoe in June. A wedding picture of the couple is the only art in Greenwood's office, at nearby McHenry Library.

The rest of her office mementos, including signed photographs of President Clinton, Vice President Gore and first lady Hillary Clinton, still awaited unpacking on Monday. Time enough for unpacking when the guests leave, said Greenwood.

Photos of the politicians are among the rewards of 18 months spent in Washington, D.C., where Greenwood served as associate director for science at the Office of Science and Technology Policy in the Executive Office of the President.

The signed photo of Clinton is the famous shot of the president standing behind the handshake-seen-round-the-world between PLO leader Yasser Arafat and the late Yitzhak Rabin, then prime minister of Israel.

By chance, that historic peace accord was signed in the Rose Garden on Greenwood's first day at work in November 1993.

She sat in the front row.

"It was before I learned protocol," said Greenwood. "I was supposed to be in the back row."

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THE STUFFINESS of protocol still isn't one of Greenwood's strong suits. She's a can-do, on-the-go person who is putting in long days on the meet-and-greet circuit as she systematically sets about learning the ins and outs of UCSC and the surrounding communities.

"Hi, I'm Marci Greenwood, the new chancellor."

She said the line over and over again on Monday to staff workers as she toured the Carriage House, Hahn Student Services Building and the Cook House. She even introduced herself to a few surprised would-be students waiting for a guided tour of the campus.

In trademark Santa Cruz fashion, the responses were as diverse as the people.

"Hi, Marci."

"Hello, chancellor."

"Nice to meet you, Dr. Greenwood."

Even the most casual responses didn't phase Greenwood, who may not be quite in step yet with her new station on campus. In fact, while poking fun at herself about her response to a student's question during an interview at the campus radio station KZSC, she slipped and referred to herself as "Dean" Greenwood.

That, apparently, is just Greenwood being Marci, according to her friends.

"She deals great with people," said Barbara Horwitz, a UC Davis professor who has worked with Greenwood on scientific projects. "There are some people who are not very warm, but when you're working with her ... she's very inclusive."

Horwitz described Greenwood as a person who is "very open to ideas," and one who "delegates responsibility and authority ... so you have a chance to be creative and do your thing."

Sally Springer, an assistant chancellor at UC Davis and head of the search committee that had



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Greenwood wants to get UCSC moving toward its long-range goal of 15,000 students.

snared Greenwood to be dean of graduate studies, called her an "enthusiastic, committed, very warm, compassionate human being with superb leadership skills. ... She's clearly a very energetic person brimming with enthusiasm and good ideas."

That enthusiasm and a deep-seated feminist notion that women shouldn't take a back seat to anyone have produced some heart-pounding moments in her life.

Take four years ago, when Greenwood and her son, James, joined a whitewater-rafting trip on the Colorado River.

"One of the optional activities was to climb this cliff that was 40 feet high and to jump into the rushing Colorado River," said Greenwood. "I sat in the raft and watched other people do this for a while, and I did notice they were all about 18 and thin."

"But then this fairly chubby man about my age sort of hauled himself up the cliff and jumped off, and I guess I was sort of sitting

there on the raft and fantasizing that I was thin and 30 instead of fat and 50. So I managed to climb up and jump off."

"Let's put it politely, I did not break the surface of the water with the narrowest part of my anatomy. And I paid a price for that. ... As I said to my then-boss, who said, 'Boy, that took guts,' and I said, 'Yes, it did take guts, but it didn't take brains, and if I were you I'd be very concerned about that.'"

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LIKE ANY super-achiever, Greenwood believes controlling any situation is simply a matter of making it so. Clearly, her primary goal in the coming months will be to figuratively grab people by the collar and shake a new vision of UCSC into them.

One that's long on achievement and short on kookiness.

The new vision is necessary if the campus is to step out of its recent admissions doldrums, when enrollment dipped below its 10,000-

student peak.

Greenwood has gotten her marching orders from the UC president, and part of those orders is to get the campus moving toward its long-range goal of 15,000 students.

"I do think that institutions create their own press and their own expectations of the press," said Greenwood. "And if your rap is that you're the radical campus that challenges their administrators, etc., then people are going to hear about that and they're going to write about that."

"They're going to miss the fact that it was our faculty member (astronomy professor Sandra Faber) who was on the committee that fixed the Hubble (telescope). I mean, my goodness, that's a multi-billion-dollar project that is amazing people. ... Who would have thought it would have come from Santa Cruz?"

It was, in fact, reported locally. But Greenwood has bigger fish to fry. She wants to attract students, faculty and philanthropists from

around the state and nation.

In a meeting with public relations and fund-raising workers, Greenwood made it clear she expected staff members to sing the praises of the university.

"People aren't familiar with all the good things about UCSC," she said. "We must inspire the people around us to see us as a major asset, not a threat. ... This is not an institution that needs to apologize to anyone about who it is or what it is. But there must be informed and frequent contact with the community about what's positive about UCSC."

Greenwood suggested that if anyone in the group had not toured the new music facility to be opened in November, that should be a top priority.

The tour, she said, would reveal the building isn't just a concrete bunker that has marred the view of the Great Meadow (as critics charge), but a state-of-the-art music facility that will become a regional asset (and one that looks better from the front than the back).

Greenwood emphasized that UCSC would continue to be controversial — no cutting-edge educational institution worth its salt is without its controversies. But that must be tempered with news about its successes.

"Hopefully, I'll keep my foot out of my mouth as much as possible, but you can't communicate if you don't open your mouth," said Greenwood.

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IF an image doctor is necessary for UCSC, Greenwood may be the human dynamo for the job.

"She's an incredibly dynamic, very, very talented person," said Tami Winternitz, co-chairwoman of the Graduate Students Association at UC Davis. "Every person on campus who has been touched by her ... feels the same way. She's a tremendous leader who's always one step ahead."

Under Greenwood's leadership at UCSC, the engineering program will be expanded. A key factor in how fast that expansion occurs, and whether it will eventually turn into a full-blown School of Engineering, is how successful officials

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are in attracting financial support from surrounding communities.

"(Expanding engineering offerings) will probably make us attractive to a group of students that we might have been less attractive to before," said Greenwood. "One of our main jobs ... has got to be to build the independent sources of funding to support some of the programs that we know are not going to get state or federal funding."

The chancellor stressed she is not looking to turn UCSC into a clone of its older, more traditional UC siblings. But, at age 30, it may be time for the campus to shed its radical ways and act its age.

"The trick is to get the campus preferred by enough high-quality students in enough different areas that faculty members feel ... it's a good environment to be in," she said. "What we do have is a problem of people not understanding that we are University of California quality, that we are a research university, that we are part of the best research university in the country. We've got faculty scholars in every discipline that are as good as any scholars on any other campus."

UCSC will, however, keep its commitment to undergraduate education. That puts it a step ahead of other major research institutions now trying to play catch-up in an era when there is a premium on that kind of focus.

"I mean, Stanford's got to announce, make the front page, that they're doing all these things that, frankly, as far as I can tell, UC Santa Cruz has been doing all along, and we don't make the front page just for doing our job and doing it well," said Greenwood.

bringing us, we are also faced with a new popular perception that the tools that helped to open our doors and our eye were wrong, that they created 'preferences,' not equalizers," she wrote.

"This is a bit hard for some of us to swallow. We remember the days when a 'gentleman' with a C could get a job not available to a 'lady' with an A. It may be true that it is harder for the 'average' male to get a job at the same level as he could two or three decades ago, but this is not because unqualified women and minorities have taken over. Rather, it is because the hard work of concerned educators, enlightened male colleagues, and others has helped to ensure the success of more qualified women and minorities than ever before."

Greenwood wrote that drawing more women and minorities into science isn't so much about righting past wrongs, but about developing talent for the next century.

She counseled not giving into the temptation of cutting back on "frill" programs designed to increase the number of women and minorities in science programs.

"As my grandmother said when trying to teach me proper 'English' tea-time manners: 'It's easy to learn and practice your manners when there is plenty of food, but when food is in short supply, people forget their manners.'"

"The mark of a civilized society is the ability to do what is right in the face of challenge. In our attempt to survive as individuals, we must not forget that we have an obligation to ensure that those who follow us can also be nourished."

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GRANDMOTHER Edith Cooke invited Greenwood and her young cousins to tea every day. Sometimes it was even "high tea," when English-born Grandmother Cooke would bring out her best china and silver.

"She wanted us to be brought up in what she considered a proper, well-bred manner," said Greenwood. "I've been a challenge to that most of my life."

Greenwood was born in 1943 in Gainesville, Fla., although she grew up in Auburn, N.Y., where her parents' families lived. Her father was in the Army, and he shipped out to North Africa when Greenwood was just a couple of days old.

Greenwood married a man she had known since she was 3 right out of high school. He was captain of the high school swimming team, and she was a majorette and swimmer (the backstroke) on the local YMCA team.

The young couple moved to New Jersey, but shortly after their son was born, the marriage failed in the mid-1960s. She never remarried.

Greenwood enrolled full-time at Vassar College. When she graduated with high honors and a bachelor's degree in biology in 1968, Greenwood had the distinction of being a member of the college's last all-female class.

She took part in civil rights and anti-war demonstrations, and still has a hard time believing that students now consider her one of "them."

Greenwood earned her doctorate in physiology, developmental biolo-

Greenwood nominated for National Science Board

By KAREN CLARK

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SANTA CRUZ — President Clinton has nominated Chancellor M.R.C. "Marci" Greenwood to a six-year term on the prestigious National Science Board.

The 24-member board recommends overall national policies for promoting basic research and education in the sciences.

Board members, drawn from industry and universities, represent a variety of science and engineering disciplines. They are selected for their distinguished contributions to research, education or public service.

Greenwood is an expert in the fields of physiology and nutrition.

She served as associate director for science in the White House Office of Science and Technology Policy from November 1993 to May 1995. She advised the Clinton administration on issues related

to national budgetary priorities and federal investment in fundamental scientific research.

"Not since the Sputnik era has there been a more important time for scientific discovery and improved scientific education in this country," said Greenwood.

The U.S. Senate must approve Clinton's nomination of Greenwood and four other candidates.

Also nominated to the board were John Armstrong, former vice president of science and technology and member of the corporate management board at IBM; Stanley Jaskolski, chief technical officer at the Eaton Corp. in Cleveland; Vera Rubin, research astronomer at the Carnegie Institution of Washington, D.C., and chairwoman of the section on astronomy of the National Academy of Sciences; and Bob Suzuki, an aeronautical and mechanical engineer and president of California State Polytechnic University, Pomona.

gy and neurosciences from Rockefeller University in 1973.

She was an assistant professor of human genetics and development at Columbia University from 1976 to 1978, when she joined the faculty at Vassar. Greenwood was a professor and department chairwoman there for 11 years before accepting the job at UC Davis in 1989.

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IF there's one characteristic people always comment on, it's her sense of humor. There's a streak of self-deprecating humor running through Greenwood's conversations, although it doesn't overshadow her no-nonsense approach to weighty issues.

Greenwood wants to continue building a strong base for UCSC in

the ongoing Fort Ord conversion project. She believes the campus should play a key role in turning the Monterey Bay Area into the premier marine-research base in the world.

The new chancellor sees exciting possibilities in potential ties with Silicon Valley, pointing out that more than 40,000 people from that area already are taking UCSC extension classes.

And she's not afraid of new technology. During Monday's tour of campus, one of her staff members asked if she wanted his regular reports via computer, or on paper, as former Chancellor Karl Pister had preferred.

"Send them by computer ... I always try to read my e-mail," said Greenwood. "It's a lot easier now

that I'm hooked up at home, too."

Sunell, the assistant dean of graduate studies at Davis, said Greenwood took that department into the computer age.

"When she came on board, there might have been a couple of computers in the office," said Sunell. "She was ahead of the curve, a position not uncommon to her. ... She knew what could be accomplished with the right tools."

Sunell said Greenwood can see potential in everything and everywhere.

"It sounds really corny, but she was born to lead," said Sunell. "It never surprised me for a minute she took this (UCSC) position. In my mind, it was a matter of when and where."

Greenwood is sensitive to the fact she may be perceived as having a built-in bias for science, math and engineering because of her background.

"I hope people will see me as a person genuinely interested in the human side of the university," said Greenwood. "I want to encourage more discussion of how humanists and scientists can work together."

At Davis, she was active in the campus women's center, as well as the ProFemina Research Consortium, a group established to focus on research by and about women.

"She's a real pro in how she handles different situations," said Stephanie Shields, a Davis psychology professor and director of the consortium. "She treats the people who work with her with real respect. ... The hardest part of working with Marci is keeping up with her."



GREENWOOD has spent her career trying to get more women in fields traditionally dominated by men. She said affirmative action programs that opened doors for qualified women and people of color have strengthened the nation's institutions.

That, of course, puts her in opposition to the majority of UC regents, who voted earlier this year to scrap affirmative-action admission guidelines.

"We lost that debate by allowing people to use individual anecdotal evidence," said Greenwood. "Is there any proof that emphasizing diversity at the University of California is harming the institution? ... We are getting better as we get more diverse."

Shortly before her selection in April, Greenwood wrote an editorial titled "Dancing with Wolves" for Science magazine in which she clarified her position on affirmative action.

"Just as we begin to reap the benefits that diversification of the scientific leadership of the nation is