Differential growth in the university:
How to be a 500-pound gorilla and not look like it

Alexander Wolf, Dean
Baskin School of Engineering
and Distinguished Professor of
Computer Science and Computer Engineering
University of California, Santa Cruz

- 50 years old
  - original vision: liberal arts campus of UC
  - 10 residential colleges
- 5 divisions
  - Arts
  - Humanities
  - Social Science
  - Physical and Biological Sciences
  - Engineering (19 years of slow growth)
- Strong academic senate
Baskin School of Engineering

- 7 academic departments
- 94 faculty, plus 9-11 recruitments this AY
- 50 lecturers/adjuncts
- 84 post-docs
- $36M+/yr external funds
- 686 grad students (↑60% YOY)
- 3916 ugrad majors (↑35% YOY)
- 27305 course enrollments (34% outside major)
Eyes Wide Shut

- Public support for universities
  - Europe vs US
  - funding, mission, and tenure
- Role of the Dean
  - inside out
- Differential growth
  - criteria and outcry
- Strategic planning
  - process and prospect