



Santa Cruz

by Marion Taylor, Margaret Gordon & Judy Steen

The Santa Cruz idea, formulated in the early 1960s by UC President Clark Kerr and founding UCSC Chancellor Dean McHenry, was to promote close relationships between students and faculty within a large research university. Thus the initial emphasis at the new campus would be on undergraduate education and residential colleges, modeled on the "Oxbridge" system, with graduate programs and professional schools planned to come later.

In 1962, three years before the campus opened, McHenry appointed Donald Clark, Head of the Baker Library at Harvard University Graduate School of Business, as the University Librarian. In his planning Clark wanted to reduce barriers between students and books. Although planning for a campus of 25,000 students, he eschewed the branch libraries characteristic of large universities and planned a single library building with open stacks containing material in all disciplines and formats: collections in science, social science and humanities, with reference works, government documents and non-book formats interfiled. Slides and music materials would be in the library, not in units administered by academic Boards of Studies (the word *department* was not to be used at Santa Cruz). A computer-produced book catalog would be available at each of the projected twenty colleges. At the insistence of the first group of science faculty, a separate Science Library was opened in 1969.

Clark wanted to recruit staff who were not conscious of status and were dedicated to helping students and faculty, were flexible, and would contribute to creating a pleasant place in which to work. He boasted of not having a library organization chart. Library administrative meetings comprised four people: the University Librarian, Assistant University Librarian Wendell Simons, and two Division Heads: the Head of Technical Services Don Black, and the Head of Reader

Services Carl Wensrich. Both Simons and Wensrich had served at UC-Santa Barbara, and Wensrich also at Lawrence Livermore.

When instruction began on October 4, 1965, eight additional librarians had been appointed and the library staff was working in temporary quarters in Central Services, the campus administrative building. The next year, when staff and collections moved into the newly-constructed University Library, an organization chart was attached to an issue of the library newsletter; it named 17 librarians: 11 in Technical Services, 4 in Reader Services, and 2 in Administration. In 1967 a formal library administrative group, including both division heads and the Heads of Acquisitions, Cataloging, Circulation and Reference, began regular meetings. In 1969 a third division, Collection Development, headed by Robert Fessenden, was established; the expectation was that bibliographers, in addition to building the library collections, would actively consult with undergraduates as well as graduate students and faculty.

LAUC-SC and the Campus

Of nearly 200 non-Senate academic appointees at Santa Cruz, the librarians were the most interested in creating a forum for discussion and action on issues. Discussions between 1968 and 1970 led them to conclude that the new Librarians Association of the University of California (LAUC) was the appropriate vehicle for this, since other non-Senate academics were not interested in participating in a non-Senate academic organization. The University Librarian was and is the only library member of the Academic Senate. In 1969/70 UL Clark served as Chair of the Academic Senate; during that year the Senate invited non-Senate academic appointees to attend their meetings as guests. Librarians have frequently accepted the invitation. In addition LAUC-SC has also worked for over 25 years to provide opportunities for librarians to serve on campus administrative and advisory committees because non-Senate academics are often forgotten in the composition of such committees and in calls for volunteers to serve on them.

After the President of the University of California officially recognized LAUC in 1975, the Santa Cruz Division obtained appointments to two Academic Senate Committees--the Committee on Library and the Graduate Council. In addition a LAUC-SC member was appointed to the Graduate Council's counterpart on undergraduate education; in 1974-75 (and again in 1992-93), the LAUC-SC member serving on this committee decided librarian participation was overly time-consuming in relationship to the derived benefit. The LAUC-SC role on the other two committees has been successful and continuing. Appointments to the Committee on Library were later made ex-officio for the Chair and Vice-Chair of the Division. LAUC-SC has appointed collection development librarians to two-year terms on the Graduate Council. These appointments have strengthened the communication channel between academic planning and library collection building and services.

In 1968 bylaws for the Santa Cruz Division were adopted. In August of that year LAUC-SC wrote to Chancellor McHenry requesting campus recognition. Discussions on the issue continued for over two years, with a divisional Recognition Committee functioning from 1969 to 1971. On May 5, 1971 the Chancellor formally recognized LAUC-SC, noting that this action in no way limited the authority of the University Librarian to administer the library.

The Early Years

Under founding University Librarian Donald T. Clark there was substantial cooperation between the library administration and the division. A 2-day retreat of library administrators in August 1969 led to a plan to consider the role of professional librarians in the light of the new thinking coming out of LAUC. In January 1970 the University Librarian charged the Santa Cruz members with studying issues, and took the liberty of appointing each librarian to one of three Professional Discussion Groups. Four written reports were submitted in June 1970:

The Librarian and the Library Assistant at Santa Cruz
Rotating Heads of Divisions and Sections
What Does Academic Status Mean to Librarians
Professional Activities of Santa Cruz Librarians Freed from
Clerical Tasks

The titles of these papers indicate clearly that the issue of professional responsibilities was a key concern. Librarians were exhilarated at having LAUC as their professional forum and were eager to use it to participate in library planning and policy-making, as well as working on personnel issues.

The Bylaws were revised in 1970 to create four standing committees: Quality of Library Service, Planning and Budget, Personnel, and Library Assistant Liaison. Two Library Assistants were elected by the staff to serve on the Library Assistant Liaison Committee and later invited to LAUC-SC Executive Council meetings as observers. Dues were collected and expended, among others things, to fund travel for officers attending LAUC Assemblies. An administrative fund for professional travel (\$750 total in 1970) was administered by the division.

In 1972 the Quality of Library Service Committee studied security and recommended establishing a staffed exit checkpoint, which functioned until the later introduction of an electronic security system. In the same year a LAUC-SC Committee commented on the proposal for a systemwide UC Library Plan for the next decade.

The division sought representation on the chief library administrative body without success. However, each year it was given information on the budget and the number of vacant positions, and made very specific recommendations on how the vacancies should be filled. In June 1973 Assistant University Librarian Simons informed LAUC-SC that the ratio of librarians to other staff would not be changed without consultation with the division. By then rapid staff growth had ended and the projected campus size was greatly reduced; enrollment was around 6,000 for many years, with eight residential colleges in operation, in contrast to the ten projected for the 1990s.

Simultaneously librarians were taking an active role in developing local personnel procedures. A 1969-70 LAUC-SC Committee on Evaluation, Promotion, and Appointment was charged "to observe current practices and to recommend changes for improvement." They interviewed each librarian and formulated recommendations for discussion. This resulted in the first written review procedures, which were used and evaluated in 1970.

Professional status was an important issue in this period, due to the unclear status of UC librarians before the adoption in 1972 of specific personnel procedures for librarians (Sections 54 and 82 of the Administrative Manual) and UC President Hitch's recognition of LAUC in

1975. In 1971 LAUC-SC adopted a position paper on hiring persons with MLS degrees in library assistant positions, not opposing it outright, but listing concerns which supervisors considering such appointments might take into consideration. As the university was redefining the Library Assistant Series, creating the Library Assistant step IV, librarians were stimulated to think about the nature of their professional work. The issue of moving (appointing) a library assistant to a professional position became an issue, later defined as "appointment when there is no vacancy." Such an appointment occurred at Santa Cruz in 1968 before the establishment of LAUC-SC. In 1972 University Librarian Clark asked the division for advice on a recommendation to move a Library Assistant IV to the librarian series; his decision was not to approve the recommendation. Later, in 1977, UL David Heron moved a Library Assistant to the librarian series without consulting with LAUC-SC; this was one of the personnel issues which exacerbated relations between him and LAUC-SC.

LAUC-SC, 1973-1978

When Donald Clark retired in 1973, librarians were eager to have a voice in the selection of the new University Librarian. The LAUC-SC President was appointed to the search committee, but it remained uncertain whether candidates would meet with the library staff. The division persuaded the Academic Vice Chancellor to accept a Committee of Eight (five members of the Executive Council and the three members of the Staff Personnel Committee) to interview all candidates and submit comments on them to the search committee. David Heron, from the University of Kansas, was appointed University Librarian in 1974. He continued a positive relationship with LAUC-SC on many issues of library policy and service but the two parties entered into a period of high tension over personnel matters.

In 1974 the division commented on the library portion of the UCSC Academic Plan, on a survey of library users, and on proposed "regional centers" (later the Northern and Southern Regional Library Facilities). In October the Planning and Budget Committee was studying the benefits of joining Stanford's BALLOTS automated system, when it learned that the library had already committed itself to joining it. LAUC-SC was also concerned with the lack of logical internal planning mechanisms in the library, especially in regard to the online catalog. They supported creation of a Book Catalog Committee which gave public service units a direct voice in decisions on the content and format of the library catalog.

Other issues which LAUC-SC addressed included documents produced as the university moved to the adoption of a systemwide library plan with a library "czar" in the Office of the President, the Thompson (Institute of Library Studies, Berkeley) reports on duplication of holdings among UC campuses, Science Library space issues, and a recommendation on how to arrange current, unbound serials on the library shelves, replacement of lost books, and issues relating to internal library planning.

In 1973 the LAUC-SC Secretary devised a document control system--a chronological file, with documents listed by title and a separate Minutes file. Because the Quality of Library Service and Planning and Budget Committees were sometimes taking on assignments not reflected in their names, a 1977 Bylaws change established a General Committee as the only standing committee in addition to CAPA. Any assignment could be given to this Committee and ad hoc committees could be established as needed. In 1980 the General Committee created a LAUC-SC Handbook

for each member, with a system for updating it, just like a loose-leaf serial service publication. In 1987 a new edition of the Handbook was produced, again with copies for each member and a system of regular updating.

University Librarian and Assistant University Librarians

In April 1975 University Librarian Heron moved three librarian series appointees to Assistant University Librarian positions, without any peer review process. This was at a time when LAUC, both systemwide and locally, was working on personnel procedures for AULs. The "appointments" were strongly challenged by Santa Cruz librarians, and in June 1975 LAUC President Norah Jones sent a letter to Angus Taylor, UC Vice-President, Academic Affairs and Personnel, stating:

The Executive Board of the statewide Librarians Association has been watching with increasing concern the development on the Santa Cruz campus of heightening tensions between the LAUC Division there and University Librarian David Heron, resulting from Mr. Heron's recently announced decision to advance three members of the Librarian Series to the rank of Assistant University Librarians effective July 1.

She concluded by asking that consultation with LAUC take place, even at this late date. The appointments were nevertheless confirmed without further review.

The Santa Cruz division continued to work on review procedures for AULs, with particular concern for some form of peer review. The librarians viewed the UL and AULs as members of LAUC-SC, and thus peers to the extent that librarian series appointees could be participants in standing or ad hoc review committees, commenting on their files.

In 1977 the Academic Vice Chancellor asked UCLA Librarian Emeritus Page Ackerman to advise him on the Santa Cruz AUL procedures, including CAPA comment on review files. The procedures later adopted provided for persons in the librarian series as well as AULs to participate in mandatory ad hoc committees in addition to the CAPA review. Revisions in the 1980s led to elimination of the ad hoc committees and the reduction of CAPA's role to assessing the completeness of the file; if finding it incomplete, suggesting names of persons from whom additional letters might be solicited; and "noting significant themes appearing in the letters of reference that merit consideration by the University Librarian in his evaluation."

LAUC-SC also requested and obtained involvement in the review of the University Librarian, a role unique among the divisions.

Library Planning

LAUC-SC spent much time and energy trying to improve relations with UL Heron. Two ad hoc committees on library organization and communication structures included appointees from the division. Although librarians were frustrated and demoralized by what they perceived as evasive and unsatisfactory responses from the University Librarian, they also found themselves excited by the ideas concerning administration and planning which they were developing, and

disappointed with their inability to participate in effecting changes. It was symptomatic that the Collection Development unit changed its name to Collection Planning.

In 1978 the Academic Vice Chancellor charged first an ad hoc campus committee to conduct an administrative review of the University Librarian, and then an external review committee to "identify and analyze the Library's problems and propose their solutions." In October 1978 the Chancellor found that the Report of the External Library Review Committee "describes a range of managerial problems in the Library which require high-level administrative attention and decisions, while also recognizing that the Library is serving the academic needs of the University community reasonably effectively (except in one area)." He announced that David Heron had resigned as University Librarian, that Wendell Simons would serve as Acting University Librarian, and that further administrative changes would be made. An administrative reorganization in December put the two line-administrator AULs back into the librarian series without administrative responsibilities (and without peer review), and created a flat organizational structure, based on that at the UC-Irvine library. This structure had important implications for the future of LAUC-SC.

1979-1992

After Heron's resignation, library staff were again very eager to have a voice in the selection of a new University Librarian. One librarian and one library assistant were appointed to the search committee, and candidates made presentations and answered questions in a meeting with all interested library staff members.

Acting UL Simons attended the weekly meetings of the LAUC-SC Executive Council, reporting on budget and planning matters and successfully promoting more harmonious relations between the division and the library administration.

The new University Librarian, Allan Dyson, came from the Moffitt Undergraduate Library at UC-Berkeley. He had served as the systemwide LAUC President in 1976, and indeed has often credited LAUC service as a crucible for his administrative skills. He arrived at UCSC with an appreciation of LAUC's potential for improving the performance of the University's libraries. He and AUL-Personnel Katherine Beiers began attending LAUC-SC Executive Council meetings on a regular basis, a practice which heightened the division's visibility and influence and inhibited Council discussion. Dyson has also been consistent in recognizing LAUC service and in upholding the basic tenets of the "two-track" system, whereby administrative responsibility is not required for advancement and promotion—a critical element in the unity and viability of LAUC as a professional organization. The stability of Dyson's tenure and support has freed LAUC-SC from the burden of making its own case for continued vitality to a series of Academic Vice Chancellors. On the other hand it has also allowed LAUC-SC to take the organization's benefits for granted, making the division more vulnerable to inevitable changes in administrative style and commitment. A disappointment has been Dyson's gradual move, during his 15-year tenure, away from support for librarian participation in his own and AUL reviews, a reduction parallel to that which has occurred in other UC libraries.

An important result of the flat organizational structure maintained by Dyson is that one-third of the Santa Cruz librarians report directly to him and thus constitute part of library management; they are all outside the collective bargaining unit. The remaining librarians are all removed from

the UL by one administrative level, reporting directly to a senior library manager. Non-management librarians are expected to use this hierarchy in making suggestions and in commenting on issues. The library administration has rarely asked LAUC-SC to address issues of library policy and service, and members have found the systemwide LAUC a more effective forum for working on issues of concern.

LAUC-SC has thus in recent years not been an independent voice commenting on library planning and budget issues. Typically the University Librarian appoints committees containing a mixture of librarians and other staff, with an interest in seeing that all seven library Sections are represented. This mix of librarians and other staff is productive: joint committee service promotes mutual respect and improves communication among all staff. However, it leaves LAUC-SC out of the process of addressing major library policy issues. Matters which engage the profession, such as the growing complexity of reference service provided by staff with different levels of skill and expertise, using increasingly specialized resources in print and electronic formats, are naturally critical issues at Santa Cruz, but they have not been addressed by LAUC-SC. Only as the forum for personnel matters relating to librarians has the division retained its strength and position. It is in its meetings that librarians discuss how they can achieve the appropriate balance among their primary job responsibilities and their contributions to the profession, university service, and research.

LAUC-SC Members in Systemwide LAUC

In 1967 two Santa Cruz librarians, Richard Moore and Martha Stanley, participated in the statewide Steering Committee which was creating LAUC. Richard Moore was elected first Vice President of the association, a post he resigned in July 1968 when he moved to Oregon.

Through its history two members from UCSC have served as President, and five as Secretary. Marion Taylor was President in 1983/84, when LAUC was redefining itself after the establishment of a collective bargaining unit and when the regional facilities were a controversial issue. Alan Ritch was President in 1992/93, LAUC's 25th-anniversary year and a period of painful retrenchment in the UC System. Secretaries from Santa Cruz were Marion Taylor (1973), Connie Wilson (1978), Terry Ferl (1984-85), Margaret Gordon (1987-88), and Wayne Mullin (1990-91).

Whenever LAUC established 9-member committees, representing all campuses, Santa Cruz played a role disproportionate to its numbers. This disproportionate influence has increased as electronic communication, including video-conferencing, has tended to make the LAUC Executive Board much more powerful than the representative Assembly.

Members have often found systemwide committee activity—e.g., the recommendations generated by the Committee on Numeric and Textual Databases, the Committee on Shared Resources, the Committee on Management Options or the Cultural Diversity Committee—to be the most stimulating and groundbreaking work they were doing for the University. These LAUC initiatives often had a fate paralleling that of many divisional recommendations to library administration: the administration accepted and implemented some or most of them, thereby removing them from the sphere of LAUC because they had become a part of ongoing library operations. This kind of victory can best be seen in hindsight; at the time it seems to leave LAUC wondering what to do next.

The opportunities that systemwide service offers for professional growth and development have been particularly attractive to the members of this small division. LAUC has provided UCSC librarians opportunities to find mentors, set up special interest groups and networks, and take advantage of the diverse talents, skills, and experience of their more than 500 UC librarian colleagues.

PEER REVIEW

In 1972, when APM Sections 54 and 82 were adopted, the Personnel Committee became the Committee on Appointment, Promotion, and Advancement (CAPA). Santa Cruz personnel procedures proposed by University Librarian Clark were based largely on those being adopted at UC-San Diego; Clark attempted to develop procedures that reflected his personal preference and what he called the local "style" on the campus.

The five members of the first CAPA were excited about the reality of peer review and dismayed at the wide discrepancies they saw in the way review writers set standards and documented conclusions. Consequently LAUC-SC supported procedures which specified the format of written reviews, requiring review writers to comment on each of the nine sub-criteria for evaluating "Professional Competence and Quality of Service Within the Library":

librarians should be judged on the consistency of performance, grasp of library methods, command of their subjects, continued growth in their fields, judgment, leadership, originality, ability to work effectively with others, and ability to relate their functions to the more general goals of the library and the University.

During the period when advancement by half-steps was possible, LAUC-SC endorsed growth and leadership as the key criteria for accelerated advancement (step-and-a-half increase). CAPAs were also concerned that review writers provide documentation in support of recommendations. When letters of reference became too numerous, guidelines designed to reduce the number were adopted. In the 1980s University Librarian Allan Dyson would oppose the rigidity of using the nine sub-criteria as the outline format for written reviews, although he expected them all to be addressed. Changes in the review process were consistently designed to shorten and simplify it while maintaining the essential elements of peer review.

EDUCATION, RESEARCH AND PROFESSIONAL DEVELOPMENT

LAUC-SC has been the primary divisional vehicle for dispersing funds for professional development and for encouraging and supporting the research efforts of Santa Cruz librarians. The standing Research and Professional Development Committee is responsible for reviewing and recommending approval of requests for librarian support. Prior to collective bargaining, this committee awarded funds differentially, assessing the merit of individual requests. Now the committee's role is more perfunctory: it serves as the vehicle for allocating each member's fixed allotment and for re-allocating unspent funds by the end of the fiscal year.

The division has from time to time held programs addressed to all library staff. In the 1980s there were two series of informal talks by the Chancellor, Vice Chancellors, Deans and other

campus administrators. An active library cultural diversity committee includes persons nominated by LAUC-SC. The systemwide LAUC research program has led the Santa Cruz Division to produce a series of educational sessions on preparing proposals and conducting research, such as a stimulating 1986 session by Gail Schlachter.

LOOKING AHEAD

A high proportion of Santa Cruz librarians has always been active in LAUC, primarily because the total number of professional positions ranged from 25 to 30 between 1970 and 1992. A 1977 survey showed that 70% of the librarians were serving on either a local or a systemwide LAUC committee. In the 1983 collective bargaining election a majority of non-management librarians at Santa Cruz opposed collective bargaining, presumably having confidence in LAUC as their official voice.

In the 1980s the frequency of LAUC meetings decreased. The Executive Council moved from meeting weekly to twice-monthly, then to monthly. Agendas consist primarily of systemwide issues and local personnel concerns.

After three early-retirement incentive programs LAUC-SC, like so many other University of California units, is at a crossroads. Most of the divisional founders have retired. The few remaining veterans have already served in every capacity more than once. Some of the newer librarians, never having experienced the defects of the old, purely hierarchical environment, have been less convinced of the usefulness of LAUC-SC's role and less willing to participate, increasing the pressure still further on those who are and do. The role of professional librarians in the library and the appropriateness of the division as a forum for them alone, apart from other staff, remains a continuing issue for discussion and action. LAUC's value as an association of professional peers remains a valuable resource.

LAUC-SC MEMBERS, 1967-1992

Augustine, Rolf
Baldwin, Paul
Ball, David
Beckham, Rexford
Beiers, Katherine
Berger, Michael
Black, Donald
Borg, Axel
Borka, Catherine
Bottoms, Rita
Brown, Jovana
Bunting, Christine
Cheng, Kay
Clark, Donald
Dickens, Janis

Dyson, Allan
Eickhoff, Al
Felts, Margaret
Ferl, Terry
Fessenden, Robert
Fineman, Charles
Fineman, Michael
Flores, Arturo
Garey, Anita
Gomez, Cheryl
Gordon, Margaret
Hermann, Marguerite
Heron, David
Howe, Luke
Jaffe, Lee

James, Jerry
 Jans, Lucille
 Johnson, Pam
 Keasbey, Sam
 Keller, George
 Knapp, John
 Kreyche, Ann
 Kwan, Victoria
 Lowe, C.H.
 Machlis, Paul
 Marie, Jacquelyn
 Marks, Muriel
 Mehrens, Erika
 Michalak, Joe
 Miller, Carolyn
 Millsap, Larry
 Mokrzycki, Karen
 Moore, Richard
 Morse, Marjorie
 Mullin, Wayne
 Murphy, Deborah
 Paquette, Judith
 Ramirez, Martha

Ricker, Ed
 Ritch, Alan
 Roy, Saktidas
 Schultz, Nadine
 Scott, Paula
 Shimizu, Kiyomi
 Shink, David
 Simons, Wendell
 Smith, Leonard
 Stanley, Martha
 Steen, Judy
 Stevens, Stan
 Sykes, Vivian
 Tansey, Luraine
 Taylor, Marion
 Watkins, Steve
 Wei, Wei
 Welborn, Victoria
 Wensrich, Carl
 White, Robert
 Wilkes, Pam
 Wilson, Connie
 Yuengling, Fred

EXECUTIVE COUNCIL

P = President; C = Chair; VP = Vice President; VC = Vice Chair; S = Secretary;
 D = Delegate; GC = General Committee; Q = Chair, Quality of Library Service Committee;
 PB = Chair, Planning & Budget Committee; CA = Chair, CAPA)

1968	P Baldwin
1969	P Stanley/Tansey; D Baldwin
1970	P Smith; VP Fessenden; S Schultz; D Taylor
1971	P James/Taylor; S Beiers; D Smith; Q Berger; PB Beckham
1972	P Taylor; VP Beiers; S Felts; D Smith; Q Ricker; [PB vacant]
1973	P Beiers/Howe; VP Brown; S Morse; D James; Q Ricker; PB Taylor
1974	P Marks; VP Brown; S Beckham; D Morse; Q Felts; PB Taylor
1975	P James; VP Michalak/Keller; S Shimizu; D Beckham; Q Felts; PB Morse
1976	P Keller; VP Steen; S Beckham; S James; Q Smith; PB Marks
1977	P Steen; VP Taylor; S Felts; D Michalak; Q Kreyche; PB Gordon
1977/78	C Taylor; VC Marks; S Smith; GC Wilson
1978/79	C Millsap; VC Michalak; S Fineman, C.; GC Stevens
1979/80	C Michalak; VC Bunting; S Fineman, C.; GC Fessenden

1980/81	C Bunting; VC Ritch; S Fineman, C.; GC Bottoms
1981/82	C Ritch; VC Ferl; S Fineman, C.; GC Johnson
1982/83	C Ferl; VC Gordon; S Fineman, C.; GC Smith
1983/84	C Gordon; VC Stevens; S Johnson; GC Marie
1984/85	C Stevens; VC Miller; S Shimizu; GC White
1985/86	C Miller; VC Millsap; S Wilkes; GC Mokrzycki
1986/87	C Millsap; VC Paquette; S Borg; GC Bunting
1987/88	C Paquette; VC Mullin; S Garey; GC Watkins
1988/89	C Mullin; VC Marie; S Machlis; GC Jaffe
1989/90	C Marie; VC Mokrzycki; S Sykes; GC Machlis
1990/91	C Mokrzycki; VC Watkins; S Gomez; GC Murphy
1991/92	C Watkins; VC Gordon; S Keller; GC Yuengling
1992/93	C Gordon; VC Gomez; S Ramirez; GC Wei

COMMITTEE ON APPOINTMENT, PROMOTION AND ADVANCEMENT

Personnel Committees which preceded the creation of CAPA:

1969/70	Knapp, Fessenden, Bottoms
1971/72	Bottoms, Taylor, Beiers

CAPA

1973	C Marks; VC Smith; Beckham, Bottoms, Mehrens
1974	C Smith; VC Taylor; Beckham, Bottoms, Eickhoff
1975	C Taylor; VC Michalak; Mehrens, Shimizu
1976	C Michalak; VC James; Morse (Jan.-Aug.)/Eickhoff (Sep.-Dec.), Shimizu
1977 (Jan.-Aug.)	C James; VC Millsap; Eickhoff, Felts
1977/78	C Millsap; VC Kreyche; Bottoms, Felts
1978/79	C James; VC Steen; Smith, Bottoms
1979/80	C Steen; VC Gordon; Smith, Taylor
1980/81	C Gordon; VC Miller; Taylor, Millsap
1981/82	C Miller; VC Stevens; Millsap, Bunting
1982/83	C Stevens; VC Bunting; James, Mokrzycki
1983/84	C Bunting; VC Mokrzycki; Ritch, James (Sep.-Dec.)/Millsap (Jan.-Aug.)
1984/85	C Mokrzycki; VC Steen; Ritch, Taylor
1985/86	C Steen; VC Gordon; Watkins, Taylor
1986/87	C Gordon; VC Marie; Stevens, Watkins
1987/88	C Marie; VC Bunting; James, Stevens
1988/89	C Bunting; VC Ferl; James, Millsap
1989/90	C Ferl; VC Paquette; Millsap, Steen
1990/91	C Paquette; VC Jaffe; Steen, Welborn
1991/92	C Jaffe; VC James; Dickens, Welborn
1992/93	C James; VC Machlis; Dickens, Mokrzycki

RESEARCH GRANTS AWARDED TO LAUC-SANTA CRUZ MEMBERS

1985/86

Wilkes, Pam. "Computer searching project." \$503.51.

1986/87

Borg, Axel. "California agriculture project." \$200.

1988/89

Jaffe, Lee, Deborah Murphy & Alan Ritch. "Melmac: a MacIntosh Tutorial and Interface for the MELVYL Online Catalog." \$3,193.

1989/90

Wei, Wei. "Redesigning Science Library Orientation for International Students." \$100.

1991/92

Flores, Arturo. Vol. III of "Foreign Law Sources Code." \$325.

1992/93

Ramirez, Martha & Cheryl Gomez. "Chicano/Latino Identity project." \$1,000.