

Olin Hall
Room M
9 October 1957

The meeting was called to order by the President at 4:30 p.m.

The minutes of the meeting of May 8, a condensation of which had been distributed, were approved.

The President announced the deaths of the following members of the Faculty: J. G. Needham, Professor Emeritus, Entomology, on July 24, 1957; F. C. Prescott, Professor Emeritus, English, on July 26, 1957; E. P. Andrews, Professor Emeritus, Archaeology, on September 21, 1957; and Otto Rahn, Professor Emeritus, Dairy Industry, on September 26, 1957. The Faculty rose in tribute to their memory.

After welcoming the new members of the Faculty, the President commented on the forthcoming visits of several groups including the following: the Cornell Council, the Board of Trustees who will be present at the dedication of Carpenter Hall and will also pay an official visit to the New York State Agricultural Experiment Station at Geneva, the Board of Regents, the New York State Association of Colleges and Universities, and the Heads of Units of the State University. He spoke especially of the coming visitation of the accreditation group from the Middle States Association, on November 3-6. The President noted that about eighty educators would visit the University for this purpose, and that institutions are accredited or not, as a whole, not by departments.

The President mentioned plans of the Committee on Student Activities for an on-campus orientation program next year. This will be

focused, somewhat more than previous orientation programs have been, on the academic life and purposes of the University.

After outlining the series of commemorative programs honoring Andrew Dickson White, the President asked to be excused, and turned the meeting over to the Provost, who called for communications.

The Dean advised the Faculty of the election by the Trustees of Professor F. A. Long to the position of Faculty Trustee to fill the unexpired term of Professor R. E. Cushman.

The Dean reported that the Board of Trustees at their meeting on June 10, modified the University By-Laws in response to the request of the Faculty that members of the Faculty at the New York State Agricultural Experiment Station at Geneva be given voting privileges.

The Dean reported the response of the Board of Trustees to the request of the Faculty that the Dean of the Faculty be invited to attend meetings of the Executive Committee and the Board of Trustees when questions of educational policy are under consideration. The Board of Trustees had noted the fact that the President is the chief spokesman for the Faculty in meetings of the Trustees, and that three Faculty members serve on the Board. Occasionally the Board may find the presence of the Dean to be advantageous, and should such a situation arise, they would be glad to invite the Dean to attend.

The Dean reported that appointments have been made by the President to certain of the standing committees of the Faculty, in which membership is by appointment rather than by election. In view of the late publication date for the General Legislation of the University Faculty and Extracts from Its Records, in which all committees are listed for the current year, a listing of current Faculty committees and their

membership will be appended to the condensation of the minutes.

On behalf of the Committee on Nominations, its Chairman, Professor G. C. Kent, presented the following slate of nominations:

For Secretary of the University Faculty

Paul W. Gates and Byron Saunders

For Faculty Council - Three year term (three to be elected)

Adrian M. Srb and Damon Boynton

Max Black and Stuart M. Brown, Jr.

Bertram F. Willcox and Melvin G. de Chazeau

For Faculty Council - Two year term (two to be elected)

Jean Failing and Mabel A. Rollins

Pineus P. Levine and D. W. Bruner

For Faculty Council - One year term (two to be elected)

Stephen A. McCarthy and Howard B. Meek

Fredric W. Hill and Marvin Bogema

For the Committee on Academic Freedom and Tenure

Four year term (two to be elected)

H. Darkes Albright and Joseph A. Mazzeo

Michael H. Cardozo and Robert S. Pasley

For the Committee on Academic Freedom and Tenure

Three year term (two to be elected)

Frederick S. Erdman and William H. Erickson

Clive M. McCay and Ora Smith

For the Committee on Academic Freedom and Tenure

Two year term (two to be elected)

Milton R. Konvitz and Herrell De Graff

Lucille J. Williamson and Grace Steininger

For the Committee on Academic Freedom and Tenure

One year term (two to be elected)

Clinton Rossiter and George P. Adams, Jr.

Robert E. Habel and Paul Olum

Following presentation of the names of the Committee's nominees for each position, opportunity was given for nominations from the floor. There being none, Professor Kent moved that the slate of nominations proposed by the Committee on Nominations be approved and referred to the Committee on Elections. The motion, duly seconded, was passed unanimously by a voice vote.

On behalf of the Committee on Student Activities, its Chairman, Professor Theresa Humphreyville, moved that the Faculty adopt the following resolution:

Resolved that the University Faculty, the Board of Trustees concurring, designate Saturday, May 17, 1958, as Spring Day, a University holiday, and instruct the Committee on Registration and Schedules to schedule evening hours which members of the Faculty may use for classes and laboratory periods which are normally scheduled on that day.

This motion was seconded and passed unanimously by voice vote.

The Professor of Chemistry, Professor Long, inquired what negotiations were under way on the insurance program. The Chairman of the Committee on the Economic Status of the Faculty, Professor Tolles, stated that the Committee had anticipated that the modified program would be in effect before this time. Certain complications had arisen, however, with respect to the non-professional staff, and a slightly revised proposal, which did not affect the terms for Faculty members, had been submitted to the insurance company. Professor Tolles noted that the proposal as presented to the Faculty had received the approval of over 90 percent of those replying and he anticipated that it would eventually be put into effect.

Vice President Zwingle then reported on tentative plans for a Centennial Fund drive. The full text of his remarks is appended to the minutes. The Vice President's report was greeted with applause.

Professor Tolles commented that Harvard has included specifically in its goal for fund raising the absolute necessity of increasing faculty salaries, by at least 30 percent within the next three years. He noted that the need for buildings was somewhat easier to sell than

the need for increase in faculty salaries, and that the salary scale at Harvard is already above that at Cornell. He asked if the need for increasing Faculty salaries at Cornell were being considered. The Vice President replied that it was.

The meeting adjourned at 5:07 p.m.

A handwritten signature in cursive script that reads "Hazel M. Hauck".

Hazel M. Hauck
Secretary

October 9, 1957

Report on Tentative Plans for Centennial Fund Drive -
Cornell University

Over the past several years, a number of institutions, small and large, have announced major fund raising drives. To name a few samples, Dartmouth has announced a centennial drive for a total of \$30,000,000; the Carnegie Institute of Technology has announced a drive for \$34,000,000; Boston University has mentioned an interest in procuring \$60,000,000, though I have not heard anything specific about their schedule nor their plan of action. Wellesley recently announced a \$15,000,000 effort. Yale has just announced a ten-year goal of \$109,000,000.

From time to time questions have arisen whether Cornell has any such plan in view. Of course you realize that quite a number of things have been happening, even though Cornell has not conducted a wide-spread continuous drive for funds. In fact, Cornell has received about \$80,000,000 in gifts since 1947. I hardly need review the building program which has been so handsomely advanced in the past five years. Perhaps I should summarize the status of some of our current programs.

The Engineering Quadrangle is nearing completion. About \$1,500,000 is now required to finish the work already projected. A special solicitation of Engineering alumni and of corporations is now being organized to procure these funds. This money is being sought for the following purposes: The removal of the foundry, \$250,000 (a part of the program for Metallurgical Engineering which totals \$1,000,000); \$200,000 for general site work;

\$300,000 to restore funds advanced for the completion of certain buildings; and \$750,000 for apparatus. In addition to that, Engineering will eventually require an additional \$750,000 to re-locate Metallurgical Engineering; and further sums to provide a teaching reactor and a full-scale nuclear reactor. These latter items, however, are not a part of the immediate Engineering development campaign.

The University Library is another major project which has been pursued consistently for the past two years. No additional money has been procured for this purpose since the announcement of the \$3,000,000 gift of Trustee John M. Olin. Many approaches have been made and certain prospects are still being cultivated. The Trustees, the Cornell University Council and several foundations have had this matter pressed upon their attention. It remains the firm purpose of the university administration to carry this project through to completion with every possible means.

A great deal of what has thus far been accomplished is but a long-delayed catching-up with un-met requirements which have faced the university for some decades.

At the same time, the Development Office under the direction of Mr. William V. Nixon, has been stepping up its efforts to procure annual gifts from alumni, from corporations, from foundations, and from interested individuals. The still new bequest program at the university is another promising source of additional support. We now know that the university is named as beneficiary in some 320 wills. Of this number, we know the present dollar value of only about one-fourth of the total. This fraction, however,

accounts for more than \$10,000,000; and some \$2,000,000 in life income agreements are committed to the university. Other wills are now being drawn in favor of the university, some of them for substantial amounts. I think it conservative to estimate the present value of wills executed in favor of the university to amount to well over \$30,000,000. This program is being supervised by Mr. Walter Bruska and is being organized by some of the older classes in the university. Systematically from year to year additional classes will be urged to make a thorough canvass. Corporate support of the university is also progressing well; and the Alumni Fund is increasing from year to year in a most encouraging manner.

Still, the university needs to put before its alumni and friends a complete picture of its long-range needs and of its educational plans. As a start toward such a development, the deans of the endowed colleges at Ithaca have made budget forecasts for the period ending 1962. Other officers of the university have been studying the further needs for facilities, especially for Zoology, Physics, and Chemistry.

We know very well that the university needs additional endowment as rapidly as it can be procured. In fact, the endowment fund has been growing for the past ten years and we have reasonable assurance of its continued growth. The question is, how we can best schedule a program for further support, both as to timing and as to the amount of money to be sought. To the casual onlooker it no doubt appears that this is a thing which should not require much reflection. We need all the money we can procure as fast

as we can get it. But I think you know that things don't work just that way.

On the basis of the information now available, the need for new endowment has been laid before the Executive Committee of the Board of Trustees and before the Administrative Board of the Cornell University Council. The matter has also been discussed informally with the Faculty Committee on University Policy.

On Friday of this week President Malott will address some remarks to the Cornell University Council along this line. We are all trying to avoid setting a ceiling figure as yet. I think it is safe to say, however, that within the next twelve months the administration and Trustees of the university will attempt to establish that goal with due consideration for two factors: the scope and priority of needs within the university, on the one hand; and the prospective resources available to the university, on the other. Another factor to be assessed is the amount of money already contributed to the university by our wealthiest alumni. Please do not interpret these remarks as underestimating the prospective support available. Rather, accept this only as an introduction to the kinds of careful studies yet to be made.

Certain policy questions have already been put before the deans of the endowed colleges at Ithaca and will in due course be addressed to the deans of the state-supported units. It is my responsibility to work with all segments of the university as thoroughly as possible in the next few months to complete this picture.

At best, we can hope for agreement on a program to be put before the Board of Trustees, say, by the end of this academic year. It may take longer. If it does, it will not be for lack of attention on anybody's part, but only to see that what is finally done is thoroughly done.

Cornell has the great momentum right now and in my opinion has an even greater future before it. We shall try to keep the university faculty informed about all stages of development as they come about.

J. L. Zwingle

Olin Hall
 Room M
 11 December 1957

The meeting was called to order by the President at 4:30 p.m.

The Faculty approved the minutes of the meeting of October 9, a condensation of which had been distributed with the call for the December meeting.

The President announced the deaths of Burdette K. Northrop, Professor of Electrical Engineering, on October 25, 1957; Robert Pelton Sibley, Professor of English, Emeritus, on November 3, 1957; and J. Earle Stephens, Acting Professor of Food Facilities Engineering, on November 26, 1957.

The Faculty rose in tribute to their memory.

The Dean announced the appointment of committees to prepare memorial articles for inclusion in the Necrology of the Faculty:

Professor Burdette K. Northrop	C. L. Cottrell, chairman E. M. Strong W. W. Cotner
Professor Emeritus Robert Pelton Sibley	R. M. Ogden, chairman F. S. Freeman W. H. French
Professor Emeritus Martha A. Eddy	L. R. Simons, chairman Lillian Shaben Margaret Wylie

The Dean announced the election of Professors Milton R. Konvitz and William H. Erickson as Chairman and Secretary of the University Faculty's Committee on Academic Freedom and Tenure, and the designation of members of the Committee on Long Range Planning:

For 1 year term - Professors W. A. Wimsatt and R. B. McLeod

For 2 year term - Professors F. A. Long and M. H. Abrams

For 3 year term - Professors Max Black and R. E. McGarrah

For 4 year term - Professors T. W. Mackesey and Adrian Srb

Dean of the University Faculty, ex officio

Membership of the Committee on the Membership of the University Faculty was announced:

For 1 year term - Professor F. C. Steward

For 2 year term - Professor Hazel M. Hauck

For 3 year term - Professor Stuart M. Brown, Jr.

Secretary of the University Faculty, ex officio

The report of the Committee on Elections, which had been circulated, was adopted.

The Committee on the Economic Status of the Faculty, Professor N. A. Tolles, Chairman, had distributed a detailed report "Analysis of Cornell Faculty Salaries" which, the Dean announced, in the absence of the chairman, might be discussed at a later meeting.

As a tribute to Professor Hazel M. Hauck, retiring Secretary of the Faculty, the Dean moved the adoption of the following resolution:

Whereas Professor Hazel M. Hauck has resigned after four years of service as Secretary of the University Faculty, it is fitting that this Faculty record officially its sense of indebtedness to her,

Be It Resolved therefore that the University Faculty express to Professor Hazel M. Hauck its deep appreciation of her service as Secretary of this Faculty. In the execution of a task usually demanding and rarely rewarding, Professor Hauck has given generously of her energy and talents. She has provided this

Faculty with a most faithful and precise record of its deliberations, has served diligently on its committees, and has offered wise suggestions for the improvements of its procedures. These and other acts of service more than warrant a sincere expression of our thanks and appreciation.

The resolution was unanimously adopted and Professor Hauck was warmly applauded.

Acting for the Faculty Council and the University Faculty's Committee on University Broadcasting, the Dean moved that the Committee on University Broadcasting be disestablished. The principal ground for this action, he maintained, is that WHCU has become a fully taxable commercial radio station and as such is an investment rather than an educational arm of the University. The Committee on Long Range Planning, the Dean said, has been asked to consider the question of Faculty interest in radio broadcasting.

After the motion was seconded, a number of questions were raised concerning Faculty participation in broadcasting, the relation of WHCU to the University, the numerous evening lectures and concerts which are not broadcast, and the use of the Cornell name by the station. The President answered the questions by showing that efforts of the Director of the station to secure Faculty participation in programs had not met with much success, that the Faculty, Trustees and Administration were not prepared to expend time and money in educational broadcasts to the limited audience of WHCU, and that attention has been given to the use of the name of Cornell University by the station. He thought well of the suggestion that the Director of the station might use evening lectures and con-

certs. The Associate Professor of English, Robert H. Elias, moved that the motion to disestablish the Committee on University Broadcasting be tabled.

Duly seconded, the motion was lost by a voice vote. The original motion was then adopted with some dissent.

The President, in opening his report to the Faculty, stated that the task of the Administration was to create an atmosphere in which the Faculty can be most effective in teaching and research. He reviewed changes in faculty salaries since 1954 and spoke optimistically of those being considered for the next budget year. Some relief from the overload of students would be achieved, he anticipated, through new positions to be established. To cover these and other increases, a deficit of \$1,300,000 is projected for next year. The President thought it inevitable that a further tuition increase will have to be made. With the building program for the Engineering College currently well along toward completion, the Library has the highest priority on new buildings. The President mentioned other needs it is hoped to fulfill, as housing for married graduate students and modern classroom buildings for the College of Arts and Sciences, particularly for physics, chemistry and zoology. Concerning the size of the University, he doubted that any material increase in enrollment could be made because of existing pressures on facilities but predicted that somewhat more graduate students may have to be admitted. He was concerned about the attrition of students but offered statistics to show that losses had diminished in recent years. As for Cornell's mission, he expressed the hope

Cornell "will always be dedicated to its undergraduate schools and colleges". Results of the survey of faculty activities were given in some detail by the President.

The President closed his address with a tribute to the hard working and dedicated members of the Board of Trustees and said that he had no doubt about the future of an institution that is able to attract able men to its staff and high ranking students, that loses few of its professors to other institutions and stands high among Universities in raising money for its many needs.

The stirring and optimistic address of the President was warmly applauded by the large turnout of the Faculty.

It being 5:30 the meeting was declared adjourned.

A handwritten signature in cursive script, reading "Paul W. Gates". The signature is written in black ink and is positioned above the typed name and title.

Paul W. Gates
Secretary

Olin Hall
Room M
15 January 1958

The meeting was called to order by the Provost at 4:30 p.m.

The minutes of the meeting of December 11, a condensation of which had been distributed with the call for the meeting, were approved.

The Provost announced the deaths of the following members of the Faculty:

Alexander Duncan Seymour, Professor of Architecture,
Emeritus, on August 25, 1957

Martha Henning Eddy, Professor of Home Economics,
Emeritus, on August 26, 1957

Bristow Adams, Professor in Extension Service,
Emeritus, on November 19, 1957

Thomas Lenoir York, Associate Professor of Vegetable
Crops and Plant Breeding, on ~~November 19~~, 1957
December 21,

DWG.

Wallie Abraham Hurwitz, Professor of Mathematics,
Emeritus, on January 6, 1958

The Faculty rose in tribute to their memory.

The Dean announced the appointment of committees to prepare memorial articles for inclusion in the Necrology of the Faculty:

Professor Emeritus Alexander D. Seymour	S. M. Barnette, chairman B. K. Hough F. M. Wells
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Professor Emeritus Bristow Adams	G. S. Butts, chairman G. E. Peabody R. S. Hosmer
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Associate Professor Thomas L. York	H. M. Munger, chairman M. G. Cline R. P. Murphy
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The special order was the discussion of the report on Faculty salaries prepared by the Committee on the Economic Status of the Faculty, on which Professor N. Arnold Tolles, Chairman, invited questions, criticisms and requests to the Committee for further investigation. Questions were raised by Professors Frank Freeman, Morris Copeland, and Clyde W. Mason concerning the "lost generation" of professors appointed in the period from 1928 to 1932, and even later, whose salaries do not compare favorably with those of professors appointed since then, and by Professors Franklin A. Long, Allan R. Holmberg and Frederick B. Hutt about fringe benefits, particularly medical examinations of Faculty and enlargement of group life insurance coverage, and the use of the grants of the Ford Foundation for salary improvements.

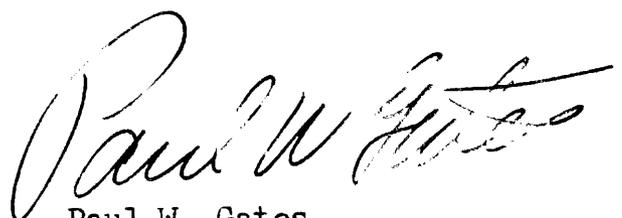
Professor Alfred E. Kahn, a member of the Committee, commented that he was unaware of Administration concern about the lower professorial salaries of the "lost generation" and maintained that adjustments should come through the pressure of departmental chairmen. Professor Tolles, without disagreeing with this view, affirmed that the Administration is interested in investigating possible inequities of this kind and expressed hope that adjustments which prove to be warranted would follow. Professor G. B. Hutchins warned against a mechanistic seniority or age approach to the salary question but agreed with the desirability of a reevaluation by the Administration of salaries of the "lost generation". Professor Max Black observed that the mobility of faculty men diminishes after many years of service which is reflected in inequities that creep into

salary schedules. Their bargaining power diminishes as that of younger men increases.

Higher group life insurance coverage, in which members of the Faculty had previously expressed much interest, had been delayed, Professor Tolles explained, by the desire of non-academic women employees to have less deductions and less insurance. This had necessitated restudy of plans which, he feared, might not be ready for adoption this year. He was of the opinion that medical examinations and other services to the Faculty by the University Clinic were not contemplated altogether with favor by officials at the Clinic. The most promising development in the extension of medical services to the Faculty is in the State institutions, Professor Tolles affirmed, as a result of proposed legislation in Albany.

Chairman Atwood, in reply to a query about the use of the Ford grant for Faculty salaries showed that the income from the grant provided approximately one-third of the salary increases in each of the two years since the grant was made. He expressed his gratitude and that of the President to the Committee on the Economic Status of the Faculty for the generous use of its time and the intensive labor it had devoted to its study of Faculty salaries.

There being no unfinished or new business, the meeting adjourned at 5:30 p.m.



Paul W. Gates
Secretary

A N A L Y S I S O F C O R N E L L F A C U L T Y S A L A R I E S

A Report of the Faculty Committee on the
Economic Status of the Faculty

Professor N. Arnold Tolles, Chairman

December, 1957

Analysis of Cornell Faculty Salaries, December 1957

CONTENT OF THIS REPORT

This report of the Committee on the Economic Status of the Faculty is wholly directed to the internal structure of salaries of the members of the Cornell University faculty in Ithaca. Excluded from the scope of this report are the salaries of Cornell faculty members at the Geneva Experiment Station of the University and the salaries of members of the Cornell faculty on the staff of the University' Schools of Medicine and of Nursing in New York City. Also excluded from the orbit of this report are those members of the Ithaca faculty whose salaries are based, to any important degree, on their administrative duties. This particular report does not seek to make any comparisons between faculty salaries at Cornell and at other institutions. However, it is believed that the salary analysis which follows may provide the basis of somewhat more precise inter-university salary comparisons than those which have been possible in past years.

The current levels of average salaries are shown in Section I of this report. In Section II, these current salary levels are compared with the average salaries paid in selected years since 1914. The average salary differentials, as between assistant professors and those of higher and lower rank, 1914 to 1957, are analyzed in Section III of this report. For the current year, the inter-college differences in average salaries for

each academic rank are presented in Section IV. This same body of salary information, by rank and by individual school or college, is analyzed in Section V to bring out the variations in the salary differentials between ranks which exist among the various schools and colleges.

Never before has it been possible to classify Cornell salaries, as a whole, according to the ages, years of service and academic degrees of faculty members. Sections VI to XV of this report were made possible by means of a questionnaire which was circulated by this committee and which was returned by approximately three-fourths of the Cornell faculty in Ithaca. The incidence of the responses to this questionnaire are described in Section VI. On the basis of the questionnaire results, the relationship of average salaries to the ages of faculty members is presented in Section VII. In Section VIII is presented the relationship of salaries to each of three definitions of length of service on the Cornell faculty. A more detailed analysis of the distribution of salaries by years since initial appointment to the Cornell faculty is presented in Section IX of this report.

The academic rank at which a faculty member was first appointed has had some influence on the average salary which is now received -- a matter which is presented in Section X. The type of academic degree earned by the faculty member has also had some influence on the current faculty salaries, as is shown in Section XI of this report. In Section XII, the

relationship is explored between current salaries and the number of years since the latest academic degree of the various faculty members. For the most numerous group of the faculty who have earned doctoral degrees, Section XII shows the distribution of salaries according to the number of years of experience subsequent to that doctoral degree. Section XIV of this report analyzes the inter-relationship of age and of years of service at Cornell, as these two factors affect present salaries. For professors and associate professors, Section XV shows the relative influence on present salaries of years of experience since the doctoral degree and years of service at Cornell.

This is an informational report to faculty members and to the various administrative officers of Cornell University. Recommendations as to revision of salary policies have been excluded, intentionally.

I. Average Salary Levels, 1957-1958

Cornell University now pays its academic staff in Ithaca an average gross annual salary of \$8,241. (Table I) The professors, who now constitute nearly half of this staff, receive an average salary of \$10,079. Instructors, who now constitute only one-tenth of the academic staff, are paid an average of \$4,716.

The State-supported Colleges employ slightly more than half the academic staff in Ithaca and these State-supported Colleges pay slightly higher average salaries than the Endowed Divisions of the University. For the professors and associate professors the State and Endowed average salaries are very similar. To assistant professors and instructors, the State Colleges pay an average of \$700 more per year than do the Endowed Divisions.

Professors at Cornell are now paid an average of about \$2,400 a year or about 30 percent more than associate professors. In the Endowed Divisions, the professor-associate professor differential averages \$2,287 (30 percent). In the State Colleges professors average \$2,483 or 32 percent more than associate professors.

TABLE I

FULL-TIME ACADEMIC STAFF IN ITHACA, 1957-58:
 NUMBERS AND AVERAGE SALARIES BY RANK IN THE
 ENDOWED AND STATE COLLEGES

	<u>Endowed</u>		<u>State</u>		<u>Total</u>	
	<u>No.</u>	<u>Salary</u>	<u>No.</u>	<u>Salary</u>	<u>No.</u>	<u>Salary</u>
Professors	202	\$ 9,943	249	\$10,189	451	\$10,079
Associate Professors	107	7,656	146	7,706	253	7,685
Assistant Professors	85	6,074	106	6,777	191	6,464
Instructors	73	4,515	26	5,279	99	4,716
All Ranks	467	7,866	527	8,573	994	8,241

The chief contrasts as between the State and the Endowed average salaries occur in the ranks of assistant professor and instructor. State-College assistant professors average only \$929 a year less than the State-College associate professors, while in the Endowed Divisions there is a \$1,582 difference between the average salaries of assistant and associate professors. As regards the minor group of instructors, both the State and the Endowed Colleges pay instructors some \$1,500 less than assistant professors. In relation to professor's salaries, however, the State-College salaries for instructors are the more favorable. The State Colleges pay instructors 52 percent of the average salary for professors, while the Endowed Divisions pay their instructors 45 percent of the average salary for professors.

II. Trends in Faculty Salaries and Salary-Relationships since 1914

Table II reproduced the available salary averages for selected years since 1914. Over so long a period it is, of course, somewhat questionable whether the salary averages are completely comparable from period to period. However the data are valid for broad and genuine purposes.

As between the Endowed Divisions and the State Colleges, it is evident -- as was emphasized in the 1952 report of this Committee -- that, between 1914 and 1934, average salaries for ranks above that of instructor were higher in the Endowed Divisions than in the State Colleges. Since 1943, however, the State Colleges have paid the higher average salaries for each rank. This State-Endowed salary differential seems to have been sharpest in the year 1952-53 when the State colleges were paying from \$600 to \$1,000 more per year than the Endowed Divisions for each academic rank. Since 1952, the salaries in the Endowed Divisions have advanced more rapidly than those in the State Colleges, with the result -- as previously described -- that these two major parts of the University now pay very similar average salaries, to the numerically dominant ranks of professors and associate professors.

Table II

Average Salaries of Full Time Academic Staff in Ithaca, in Endowed and Staff Colleges, by Rank, Selected Years 1914-15 to 1957-58

Year	Professors		Associate Professors		Assistant Professors		Instructors	
	Endowed	State	Endowed	State	Endowed	State	Endowed	State
1914-15	\$3,284	\$3,082	*	*	\$1,754	\$1,789	\$1,038	\$1,134
1924-25	4,432	4,039	*	*	2,914	2,830	1,701	1,789
1934-35	4,935	4,385	*	*	3,073	3,103	1,570	1,921
1939-40	5,051	4,708	4,000	3,978	3,222	3,234	1,888	2,172
1945-46	5,655	5,620	4,017	4,321	3,226	3,703	2,362	2,850
1948-49	7,119	6,679	5,180	5,275	4,269	4,494	3,270	3,446
1949-50	7,209	7,101	5,273	5,438	4,329	4,631	3,062	3,590
1951-52	7,631	7,862	5,594	6,053	4,528	5,237	3,566	4,200
1952-53	7,752	8,359	5,698	6,394	4,654	5,584	3,575	4,606
1955-56	8,859	8,863	6,792	6,559	5,437	5,731	3,847	n.a.
1957-58	9,943	10,189	7,656	7,706	6,074	6,777	4,515	5,279

* Associate professor rank not used in these years.

n.a., not available.

Present-day interest in faculty-salary trends naturally centers around the most recent years. Nevertheless, it is important to realize as the 1952 report of this committee showed clearly - that from 1939 to 1952 the cost of living rose faster than did faculty salaries, with the result that the real value of Cornell faculty salaries declined continuously during that 13 year period. During the last five years, something has been done to improve the real value of the salaries of the Cornell faculty. Table II shows that professors' average salaries have been raised by 28 percent in the Endowed Division and by 22 percent in the State Colleges during the last five years and by 12 and 15 percent, respectively, during the last 2 years. These percentage increases, and those for the lower academic ranks, have been somewhat greater than the simultaneous increases in the cost of living. It is still true, however, that real value of average Cornell salaries at every rank except that of instructors in both the Endowed and State segments of the University, are far below what was obtained by Cornell staff prior to World War II - quite apart from the large increases in tax burdens on our salaries which have occurred since that time.

III. Inter-Rank Salary Structure, 1914 to 1957

How great are the salary rewards at Cornell for the attainment of superior academic rank? Up to this point we have seen that professors, on the average, are paid 30 percent more than associate professors in the Endowed Divisions and 32 percent more in the State Colleges. The information in Table III permits a comparison of the present inter-rank salary differentials with those of previous years. To point up these comparisons, the average salary of assistant professors (in the Endowed and State Colleges, respectively) at each period of time has been represented by an index figure of 100 and the average salaries of the other ranks have been indexed in relation to this base figure of the assistant professors' average salaries. In interpreting Table III, one should be aware of the fact that the rank of associate professor was not used at Cornell prior to 1935 and that in recent years the proportion of instructors among the faculty has been sharply decreased.

At the present time, professors' salaries average slightly more than 50 percent above those of assistant professors while the associate professors' salaries average about 20 percent more than those of the assistant professors. The small group of instructors now receive 92 percent as much as the assistant professors.

Table III

Inter-Rank Indexes of Average Salaries of Full-Time Academic Staff
in Ithaca, Endowed and State Colleges, Selected Years, 1914-15 to 1957-58.

(Assistant Professors' Average Salary = 100)

<u>Year</u>	<u>Professors</u>		<u>Associate Professors</u>		<u>Instructors</u>	
	<u>Endowed</u>	<u>State</u>	<u>Endowed</u>	<u>State</u>	<u>Endowed</u>	<u>State</u>
1914-15	187	171	*	*	59	63
1924-25	152	143	*	*	58	64
1934-35	161	141	*	*	51	62
1939-40	157	146	124	123	59	67
1945-46	175	152	125	117	73	77
1948-49	167	149	121	117	77	77
1949-50	167	153	122	117	71	78
1951-52	169	150	124	116	79	80
1952-53	167	150	123	115	77	82
1955-56	163	151	125	114	71	*
1957-58	157	153	123	118	92	92

* Data not available

Looking backward, one is chiefly impressed with the stability of these average salary differentials, especially the stability of the salary differential between assistant and associate professors. However, there has been a marked relative deterioration in the salary position of professors in the Endowed Divisions and a very great improvement in the relative salary level of the diminishing group of instructors. In the State Colleges salary differentials between ranks have usually been smaller than the corresponding differentials paid by the Endowed Divisions. On the other hand, the State College inter-rank differentials have not declined (except for the differential between instructors and assistant professors.) Indeed, the salary differentials for professors and associate professors in the State Colleges have widened slightly since 1948. The narrowing of salary differentials in the Endowed Divisions, together with the slight widening of differentials in the State Colleges, has brought about a more uniform present spread of average salaries between ranks than that which had existed in previous years.

The foregoing comment on inter-rank salary differentials has been based entirely on average salaries. The available data **does not** permit historical comparisons of inter-rank salary differentials on any other basis than average salaries by rank.

IV. Inter-College Salary Structure, 1957-58

Separate salary recommendations are made to the administrative officers of Cornell University by each of the 8 major Endowed Divisions and by each of the 4 State Colleges. Each of these 12 schools and colleges is faced with individual budgetary problems and with individual conditions of competition with other institutions for the available academic talent. Under these conditions, it is not surprising that average salaries vary considerably as between the various schools and colleges.

The Law School pays its professors an average of \$12,933, the highest average salary for professors among the 12 schools and colleges listed in Table IV. Professors in the School of Architecture, on the other hand, average less than 70 percent of professors in the Law School.

To associate professors, the School of Industrial and Labor Relations pays the highest average salary. Associate professors in the School of Hotel Administration receive 88 percent of the I & LR average for this academic rank.

Assistant professors receive the highest average salary in the School of Business and Public Administration. In the College of Arts and Sciences, assistant professors are paid 16 percent less.

Instructors' salaries are not shown in Table IV because relatively few persons are now employed at that rank. It may be noted that the 19 instructors in the Engineering Schools average \$4,580 while the 51 instructors in Arts and Sciences average \$4,480. The 14 instructors in the Agriculture School average \$5,252, while the 10 instructors in the School of Home Economics average \$5,391.

Table IV

Inter-College Differences in Average Salaries
of Full-Time Academic Staff in Ithaca, 1957-58, by rank

	Professors		Associate Professors		Assistant Professors	
	Dollars	Percent of Highest	Dollars	Percent of Highest	Dollars	Percent of Highest
<u>Endowed Divisions</u>						
Architecture	\$8,773	68	\$7,650	95	\$6,342	91
Arts & Sciences	9,830	76	7,444	93	5,794	84
Bus. & Pub. Ad.	9,822	76	7,833	98	6,933	100.0
Education	-	-	*	-	*	-
Engineering	9,844	76	7,900	99	6,495	94
Hotel School	9,633	74	7,070	88	5,933	86
Law School	12,933	100.0	*	-	*	-
Nutrition	10,833	84	*	-	*	-
<u>State Colleges</u>						
Agriculture	10,152	78	7,740	97	6,913	99
Home Economics	9,447	73	7,470	93	6,453	93
Ind. Relations	11,303	87	8,016	100.0	6,708	97
Veterinary	10,763	83	7,585	95	6,771	98

* Less than three persons in the subdivisions indicated.

The salary averages shown in Table IV include the salaries of both 9-month and 12-month appointees. Salaries of the staff of the University Clinic are not included, nor are the salaries of those members of the faculty included in cases where a salary is paid for officially-recognized administrative responsibilities. Each of the salary averages shown in Table IV applies to at least 3 faculty members.

V. Variations in Inter-Rank Salary Structure by College, 1957-58

The average salary differentials for the attainment of superior academic ranks are by no means uniform throughout Cornell University. The historical comparison of inter-rank salary differentials (Section III) was necessarily confined to the broad salary averages for the Endowed Divisions and the State Colleges, respectively. For the current year, however, it is possible to compute the inter-rank differentials within each of the 12 major schools and colleges at Ithaca. The absolute figures are, of course, those already presented in Table IV, but our present purpose is to use these figures to measure the differential between ranks within each college rather than the inter-college differentials in salaries for a given rank. The method, as in the case of the historical comparison, is to express the average salaries of the professors and of the associate professors as percentages of the average salaries of the assistant professors.

Professors in the School of Nutrition average 75 percent more than the assistant professors in that School (Table V). In the School of Architecture, however, the professors average only 38 percent more than the assistant professors.

The salary differential between associate and assistant professors tends to be close to 20 percent in most of the individual colleges. However, the School of Nutrition pays its associate professors 61 percent more than its assistant professors and, indeed pays its associate professors almost as large an average salary as it pays its professors. At the other extreme, the School of Education pays its associate professors only 8 percent more than it pays its assistant professors.

Table V

Inter-Rank Structure of Average Salaries
of Full-Time Academic Staff in Ithaca, 1957-58, by College

	<u>Professor</u>		<u>Assoc. Professor</u>		<u>Asst. Professor</u>	
	Average Salary	% of Asst. Prof. Salary	Average Salary	% of Asst. Prof. Salary	Average Salary	Index Base = 100
<u>Endowed</u>						
Architecture	\$8,773	138	\$7,650	121	\$6,342	100
Arts & Sciences	9,830	170	7,444	128	5,794	100
Bus. & Public Ad.	9,822	142	7,833	113	6,933	100
Education	-	-	6,500	108	6,000	100
Engineering	9,789	151	7,900	122	6,495	100
Law	12,933	162	10,500	131	8,000	100
Hotel	9,633	162	7,070	119	5,933	100
Nutrition	10,833	175	10,000	161	6,200	100
Total Endowed	9,943	164	7,656	126	6,074	100
<u>State</u>						
Agriculture	10,133	147	7,791	113	6,913	100
Home Econ.	9,447	146	7,408	115	6,453	100
Veterinary	10,763	160	7,650	114	6,708	100
Ind. & Labor Rel.	11,303	169	7,971	119	6,696	100
Total State	10,189	150	7,706	114	6,777	100
Ithaca	\$10,079	156	\$7,685	119	\$6,464	100

VI. Personal Characteristics: The Current Questionnaire Sample

Recently, several questions have been raised by faculty members as to whether age, length of service and academic attainment have been adequately and consistently recognized in the salary structure of Cornell University. In view of the fact that no comprehensive, central collection of personnel information existed, this Committee sent a questionnaire to all full-time members of the academic staff in Ithaca and Geneva. (A copy of the questionnaire is appended to this report.) The questionnaire was distributed during the month of February 1957 and the great majority of the individual faculty members returned usable replies. Some of the administrative offices of the various schools, colleges and departments also supplied information regarding their non-respondent faculty members. Altogether, the Committee obtained the requested personnel information for 829 persons in Ithaca and for 68 persons at the Geneva Experiment Station of the University.

The information (as to age, etc.) from the questionnaire was then combined with the salary information for each individual. For this purpose, the gross annual salaries paid to each individual by Cornell in the current academic year, 1957-58, was used. Coding and tabulating of the combined information was performed by the Office of Machine Records, under the direction of the University Controller. This committee on the Economic Status

of the Faculty is responsible for the tabulation plan and for this analysis of the results.

The sample information, to be analyzed in the subsequent sections of this report, covers 83 percent of the full-time academic staff in Ithaca (829 of 994 persons). Nevertheless, the average of the salaries which can be matched with the individual questionnaire replies is somewhat higher than the average of all the salaries of the Ithaca faculty. The chief reason for this sample bias, as Table VI shows, is that the matched sample included only 11 instructors out of the 99 instructors on the current payroll. Most of the instructors as of February 1957, when the questionnaire was distributed, either had been promoted or had left the University before the beginning of the academic year, 1957-58. Those instructors who became assistant professors at Cornell are tabulated at their current rank and salary, but the questionnaire failed to reach the newly-appointed instructors of the current academic year.

Because the sample information which relates to instructors is clearly inadequate, no detailed information for the rank of instructor is presented in the tables which follow (VII to XV). Indeed, the whole group of instructors has been taken out of most of the following tables. (Tables XIV and XV do include the small group of instructors, however).

Table VI

Comparison of Total Number of Full-Time Faculty in Ithaca
Arise Their Average Salaries, 1957-58, by Rank, With Number
of Persons and Average Salaries as Shown in the Questionnaire
Sample

	<u>Numbers of Persons</u>									
	<u>Professors</u>		<u>Associate Professors</u>		<u>Assistant Professors</u>		<u>Instructors</u>		<u>All Ranks Except Instructors</u>	
	<u>Numbers</u>	<u>Sample</u>	<u>Numbers</u>	<u>Sample</u>	<u>Numbers</u>	<u>Sample</u>	<u>Numbers</u>	<u>Sample</u>	<u>Numbers</u>	<u>Sample</u>
Endowed	202	168	107	93	85	72	73	8	394	333
State	249	222	146	143	106	111*	26	3	501	476
Ithaca	451	393	253	240	191	185	99	11	895	809

Average Salaries

	<u>Average Salaries</u>									
	<u>Professors</u>		<u>Associate Professors</u>		<u>Assistant Professors</u>		<u>Instructors</u>		<u>All Ranks Except Instructors</u>	
	<u>Total</u>	<u>Sample</u>	<u>Total</u>	<u>Sample</u>	<u>Total</u>	<u>Sample</u>	<u>Total</u>	<u>Sample</u>	<u>Total</u>	<u>Sample</u>
Endowed	9943	10,280	7656	8064	6074	6555	4515	6053	8487	8855
State	10,189	10,359	7706	7947	6777	6759	5279	6250	8744	8795
Ithaca	10,079	10,325	7685	7993	6464	6679	4716	6107	8631	8816

* Sample returns are augmented by persons who had been instructors in February 1957 but who have been promoted to the rank of assistant professor for the academic year, 1957-58.

The sample information for professors, associate professors and assistant professors appears to be sufficiently representative to support the broad conclusions of the following analysis. However, it is evident that the higher-salaried individuals responded to the questionnaire more frequently than did the lower-salaried persons. For example, Table VI shows that the 168 professors in the Endowed Divisions who answered the questionnaire have an average salary of \$10,280 or \$337 per year more than the average salary of the total of 202 professors in the Endowed Divisions.

VII. Relationship of Salaries to the Ages of Faculty Members

It is commonly believed, or at least frequently contended, that a faculty member becomes more and more valuable to his university as he gets older -- at least up to the age of retirement. Whether or not this is the case, there is good reason to believe that the market does not fully recognize the respective values to the university of older and younger men. The reason is that older faculty members are more strongly attached than younger men to their existing locations of employment. Not only are the older men likely to be reluctant to move but they often find it difficult to secure alternative employment. Thus the older men may not leave nor even threaten to leave if their salaries are not increased. In a period of rising prices, the new appointments of younger men may have to be made at higher and higher money levels, but the older men may stay on even if their salaries are not advanced proportionately.

The questionnaire sample, just described, makes it possible for the first time to present an analysis of the net effect of age on average salary levels at Cornell University. Broadly speaking, the older faculty members do receive the higher average salaries. Taking all academic ranks together, there is an upward progression from an average of \$6,882 for

Table VII

Average Salaries by Age and Rank among
Full-Time Academic Staff in Ithaca, 1957

Division and Age	All Ranks Except Instructors	Professors	Associate Professors	Assistant Professors
<u>All Ithaca</u>				
65 and over	\$10,519	\$10,864	\$7,157	-
60 to 64	9,824	10,115	7,499	-
55 to 59	9,134	9,891	7,568	-
50 to 54	9,858	10,501	8,184	\$5,622
45 to 49	9,709	10,604	8,138	7,068
35 to 44	8,358	10,360	8,127	6,743
Under 35	6,882	*	7,876	6,667
<u>Endowed</u>				
65 and over	\$10,017	\$10,519	*	*
60 to 64	9,282	9,470	*	-
55 to 59	9,411	9,845	\$7,364	-
50 to 54	9,976	10,270	8,700	*
45 to 49	9,478	10,593	7,945	\$6,817
35 to 44	8,538	10,792	8,226	6,662
Under 35	6,702	-	7,687	6,495
<u>State</u>				
65 and over	\$10,821	\$11,061	*	-
60 to 64	10,170	10,538	\$7,499	-
55 to 59	8,888	9,501	7,663	-
50 to 54	9,758	10,698	7,950	\$5,802
45 to 49	9,683	10,612	8,047	6,757
35 to 44	8,287	10,109	8,011	6,788
Under 35	7,086	*	7,909	6,809

* Less than three persons reported in the subdivision indicated.

those under 35 years of age (114 persons reported) to the average of \$10,519 for those who are 65 or older (26 persons reported). (Table VII, column 1).

Closer inspection, however, reveals the fact that the upward progression does not apply to faculty of 55 to 64 years of age. Apart from the relatively small numbers of the faculty who are 65 or older, the highest average salaries are being paid to those between 50 and 54 years of age. The age-salary progression is sharply interrupted in the case of those of 55 to 59 years of age whose average salary (\$9,134) is less than that of any age group above 44 years. Similarly, faculty in the age group from 60 to 64 years have an average salary (about \$9,800) which is no higher than the average salary of those in the 50-to-54 age group.

When the academic ranks are considered separately (columns 2, 3, and 4 of Table VII), the reasons for the failure of salaries to progress for those beyond age 55 become still more clear. There is, first of all, a group of older persons who have remained at the rank of associate professor (31 reported at ages over 55). However, even when the professors are considered by themselves, it can be seen that salaries have not progressed beyond the 50-year age level and, indeed, that the professors in the age group 55 to 59 (65 persons reported) actually have the lowest

average salary. Among associate professors, salaries progress only to age 44 and the lowest average salary is to be found among those associate professors who are older than 55. Among the assistant professors, those from 45 to 49 receive the highest average salary and these from 50 to 54 years of age (5 persons reported) receive the lowest average salary. Indeed, those assistant professors who are over 50 receive about \$1,000 a year less than the assistant professors who are less than 35 years old.

The pattern of salaries-by-age is much the same in the Endowed Divisions and in the State Colleges, as can be seen by scanning the lower portions of Table VII. Within each of these major segments of the University, faculty who are 55 to 59 years of age receive less than those who are under 50 years of age. When the academic ranks are examined separately, within the Endowed and State segments respectively, it appears that some of the faculty who are older than 55 have even lower average salaries than faculty of the same rank who are between 35 and 44 years of age.

VIII. Relationship of Salaries to Length of Service

The phrase, "**older** members of the faculty", may be taken to mean those who have had longer periods of service at Cornell, rather than those of greater calendar ages. The questionnaire sample, as previously described, makes it possible to present the first University-wide analysis of Cornell faculty salaries by length of service at Cornell.

Even the phrase, "length of service at Cornell", is subject to several different interpretations. (a) That phrase could mean the number of years which have elapsed since a person was first appointed to Cornell faculty (columns 1 and 2 of Table VIII). (b) Alternatively, "length of service" may mean the net number of years of service on the Cornell faculty, excluding the years of other employment since the first appointment (columns 3 and 4 of Table VIII). This second definition is similar to the "seniority" concept in private industry. (c) Finally, "length of service" may mean years of service at a certain level of responsibility. This third definition corresponds to what private employers mean by "length of service in-grade" and for faculty members it is best represented by the number of years of service at Cornell at the present academic rank (columns 5 and 6 of Table VIII).

Table VIII

Average Salaries by Three Definitions of Length of Service
among Full-Time Academic Staff in Ithaca, 1957

<u>Years</u>	<u>Years Since First Cornell Appointment No.</u>	<u>Salary</u>	<u>Net Years At Cornell No.</u>	<u>Salary</u>	<u>Years at 1957 Rank No.</u>	<u>Salary</u>
30 and over	70	\$10,074	53	\$10,021	-	-
25 to 29	39	9,658	43	9,986	-	-
20 to 24	64	10,267	46	10,051	-	-
15 to 19	72	9,335	66	9,716	77	\$10,919
10 to 14	169	9,245	143	9,310	98	10,432
5 to 9	213	8,351	229	8,683	252	9,044
Under 5	182	7,598	229	7,648	382	7,835
Total	809		809		809	
Average Salary All Groups		\$8,820		\$8,820		\$8,820

Analysis of salaries in terms of years since first Cornell appointment reveals that the highest average salaries are being received by those who came to the Cornell faculty 20 to 24 years ago, that is between the years 1933 and 1937. There is a fairly even progression of salaries from those faculty members who were appointed less than 5 years ago to those of faculty members who were appointed 20 years ago. Also, those who were appointed 30 or more years ago now receive almost the maximum average salary. What might be called the "lost generation" of the Cornell faculty are that group of the faculty who were first appointed during the years, 1928 to 1932, -- that is from 25 to 29 years ago. That group who were appointed between 1928 and 1932 (39 persons reported) are now paid but little more than those who were appointed some 10 years later.

When "net years of service at Cornell" is used as the definition of "length of service", the salary picture is not very different from the picture of salaries by years since first appointment. The highest average salaries are received by those who have had from 20 to 24 years of actual service at Cornell. Those with net service of 25 years or more earn but little more than those who have served for only a 15-to-19 year period. Although there are some detailed differences in salaries when considered on the basis of net or on the basis of gross years of service, it appears that periods of time spent in other employments have neither decisively helped

nor hindered the present members of the faculty in getting higher individual salaries at Cornell.

The most consistent relationship between average salary and "length of service" appears when "length of service" is interpreted to mean the number of years at the present academic rank. Thus, those who have served at their present rank for less than 5 years -- naturally a group which consists chiefly of those in the junior ranks -- now have average salaries of only \$7,835 while those who have served for more than 15 years at their present rank have average salaries of \$10,919. Between these two extremes there is a quite uniform progression of salaries by length of service "in-grade". Hence it appears that the failure of older members of the faculty to obtain the highest salaries has been due more to their failure to obtain promotion than to any failure to obtain salary increments for years of service at their respective levels of academic rank.

In general, it may be said that Cornell has quite consistently rewarded years of service at any one academic rank but has not seen fit to reward -- by promotion or otherwise -- whatever extra value to the University there may be in more than 24 years of service. In particular, the salaries of faculty members who were first appointed during the years, 1928 to 1932, have not been brought into line with the general progression of salaries according to years of service.

IX. Distribution of Salaries by Years Since Cornell Appointment

The preceding analysis of salaries by the factor of length of service has been limited to average salaries. A fuller understanding of the Cornell salary structure may be obtained by considering the distribution of salaries in relation to the distribution of the periods of service of the faculty. For this purpose, the Committee's analysis is restricted to the number of years since first appointment at Cornell. Table IX shows the numbers of the faculty in the questionnaire sample whose 1957-58 salaries lay within each \$500 range against the numbers of the faculty who were appointed at various periods prior to 1957.

There may be particular interest in the distribution of salaries of the "lost generation" of the faculty who were first appointed in the period from 1928 to 1932 (25 to 29 years ago). Fourteen of this particular group of 39 persons receive salaries of \$10,000 or more. On the other hand, 24 persons in this group of 39 receive salaries which range downward from \$10,000 to as little as \$7,400 and one person receives less than \$5,000.

There is no consistent relationship between present salary and years since first appointment. Present faculty members, whether appointed 10 years ago or 30 years ago, ^{are} in each length of service group - most frequently to be found in the salary

TABLE IX

Distribution of Salaries of Full-Time Academic Staff in Ithaca by Number of Years since First Appointment at Cornell

Salary Range	Years Since First Appointment							All Periods
	30 years and over	25 to 29 years	20 to 24 years	15 to 19 years	10 to 14 years	5 to 9 years	Under 5 years	
\$12,500 and over	9	3	10	-	14	8	7	51
\$10,000 - \$12,400	22	11	20	24	36	29	14	156
9,500 - 9,900	7	4	6	10	19	11	5	62
9,000 - 9,400	6	3	6	10	15	11	3	54
8,500 - 8,900	14	3	8	5	22	20	5	82
8,000 - 8,400	4	4	6	11	21	37	13	96
7,500 - 7,900	1	-	5	4	13	24	18	65
7,000 - 7,400	4	5	2	6	18	31	35	101
6,500 - 6,900	-	-	1	1	5	23	32	62
6,000 - 6,400	2	-	-	-	4	13	23	42
5,500 - 5,900	1	-	-	-	2	3	15	21
5,000 - 5,400	-	-	-	-	-	3	7	10
Under \$5,000	-	1	-	1	-	-	5	7
All Salaries	70	39	64	72	169	213	182	809
Average Salary	\$10,074	\$9,658	\$10,267	\$9,335	\$9,245	\$8,351	\$7,598	\$8,820

range between \$10,000 and \$12,400. At the same time, there are substantial numbers of faculty members at salaries of less than \$8,000 in every length-of-service group. In technical terms, the previously-described average salaries by years since first Cornell appointment do not represent any "central tendency" of salaries. Those arithmetic averages of salaries (Table VII, above) are chiefly influenced by the rather varied distributions of salaries below \$10,000. As might be expected, the comparatively large numbers of the faculty who were appointed less than 10 years ago now earn the lower salaries, in the range from \$6,000 to \$8,500 a year. What is more remarkable is the fact that 30 percent of those who were appointed from 10 to 14 years ago (1943 to 1947) are now receiving more than \$10,000. While the other 70 percent of this 10-to-14 year service group are quite evenly distributed between \$7,000 and \$9,500.

At Cornell, there has been a better than 10 percent chance of receiving \$10,000 or more per year, regardless of whether a person joined the faculty 5 years ago or 30 years ago. The chance of receiving \$10,000 or more has increased, according to years of service, for those persons who have been appointed since 1942. For those who were appointed prior to 1943, the chance of receiving more than \$10,000 is less than for those with shorter periods of service. Among those appointed between 1932 and 1938 (25 to 29 years ago), about one-third receive \$10,000 or more and this chance (for the 25-to-29 year service group) of receiving \$10,000 or more is not much better than the chance of those groups with shorter periods of service.

X. Relationship of Salaries to Rank at Initial Appointment

Has it been to the salary advantage of present faculty members to have been appointed to the faculty at a high academic rank, or has it been more advantageous, salary-wise, to have risen through the ranks? Table X presents the first answer to this question which has been available for any comprehensive sample of the faculty in Ithaca.

The professors, as of 1957-59, who were originally appointed at Cornell at the rank of professor now receive an average of \$11,485 (91 professors reported). That is about \$1,400 more per year than is received by the professors who were originally appointed as associate or assistant professors. The existing professors who joined the faculty as instructors are in even poorer salary position. The large group of persons who have risen in rank from instructor to professor at Cornell now have an average salary of \$9,890, or about \$1,600 less than the average salary of those who were appointed as professors in the first place.

Among associate professors, there is also a distinct salary advantage for those who were originally appointed at that rank. The 47 associate professors reported who were first appointed at that rank have an average salary of \$8,660, whereas the present associate professors who were recruited at lower academic ranks are receiving \$500 to \$1,000 less.

TABLE X

Average Salaries by 1957 Academic Rank and by Rank at
Initial Appointment among Full-time Academic Staff in
Ithaca

<u>Present Rank</u>	<u>Rank at Time of First Cornell Appointment</u>							
	<u>Professor</u>		<u>Associate Professor</u>		<u>Assistant Professor</u>		<u>Instructor</u>	
	<u>No.</u>	<u>Av. Salary</u>	<u>No.</u>	<u>Av. Salary</u>	<u>No.</u>	<u>Av. Salary</u>	<u>No.</u>	<u>Av. Salary</u>
Professor	91	\$11,485	47	\$10,014	107	\$10,063	145	\$9,890
Associate Professor	-	-	47	8,660	143	7,865	46	7,711
Assistant Professor	-	-	-	-	135	6,823	48	6,273

The same general tendency appears ~~for~~ assistant professors. The great majority of the assistant professors were hired originally at that academic rank and these now receive an average salary of \$6,823. The minority of the assistant professors who started at Cornell as instructors now have average salaries of \$6,237, or about \$600 less than those who were appointed as assistant professors in the first place.

Any one may interpret these findings from two contrasting viewpoints. From one view, it appears that Cornell University has been aggressive in recruiting outside talent, as shown by the higher salaries it now pays, rank for rank, to those who were originally appointed at their present respective academic ranks. The other side of the same coin presents a picture of ~~salary~~ disadvantage to those at Cornell who have sought to rise through the ranks. Salarywise, those faculty members who were originally appointed to the Cornell faculty in the junior academic ranks have not fared as well as those who were appointed at their present academic rank.

XI. Relationship of Salaries to Academic Degrees

Mere length of life or length of service cannot completely measure the value of an individual to the University. Indeed, some persons would contend that individual "merit" is quite independent of age or seniority and that it is what is called "merit" which should be compensated. Clearly, it is true that there are some relatively young faculty members who are of value to the University quite out of proportion to their age and there are likely to be some older faculty members who contribute less to the University than their ages or terms of service would indicate. Exceptional cases prove nothing as to general tendencies. Therefore the Committee has been interested in analyzing Cornell salaries according to some other criteria in addition to those of age and length of service.

The basic difficulty with a concept of "individual merit" as a determinate of faculty salaries is that "merit" is a matter of opinion. Furthermore, there are few, if any, of the Cornell faculty or administrators who would be competent to evaluate the individual "merit", or relative value to the University, of all of the one thousand members of its various separate faculties. That being the case, decisions on salary changes for individual faculty members are largely sub-contracted by the University to the various deans and departmental administrations who are believed to be in the best position to judge the relation merits of the faculty members in their respective academic fields.

One reason for suspecting that Cornell faculty salaries would not be based on any consistent appraisal of "merit" is that the deans and department heads who initiate salary recommendations have to deal with the realities of the market for each of their particular varieties of talent. Thus a particular administrator is likely to recommend a relatively-high salary for a new appointee in a field where such talent is scarce and high-priced. The same administrator may not recommend any salary increase for those of equal "merit" who are already on the faculty and who are not likely to leave.

A second reason for doubt as to whether Cornell faculty salaries taken as a whole, are proportionate to relative "merit" involves the necessarily-diverse standards of judgment of the many different deans and department heads who initiate salary recommendations. Of course, if one is willing to accept the judgment of the specialized administrative officials as beyond question, the "merit" problem may be disposed of categorically. The second trouble with this complacent view of faculty salary structure arises from the fact that someone has to co-ordinate the merit judgments of the various specialized administrators. Who is to be say, for example, whether Professor A in physics with certain professional and personal qualifications is of greater or lesser value to the University than Professor B, in, say, plant breeding? Such decisions are actually made as a result of the different per-faculty member budgets of the many parts of the university, as modified by the complex systems of reviewing proposed budgets within the University and (for State-supported colleges) also by the various

governmental agencies. If age and length of service are to be rejected as criteria for relative faculty salaries what overall merit tests can be applied to the Cornell salary structure?

One rather obvious general test of academic attainment may be found in the character of the academic degree which has been conferred on the faculty member. Of course, opinions will differ as to the value of a certain degree from University A as compared with the same degree from University B and such judgments are apt to be influenced further by the particular academic field in which a person took his degree. Nevertheless, a classification of some 800 Cornell faculty salaries by the type of degree of the faculty member is of more than casual interest.

Table XI presents the first classification that has been made in recent years of Cornell salaries according to the academic degree of the various faculty members. For the purpose of this table, the latest earned (not honorary) degree has been used. Thus a holder of a Ph. D. degree as of say, 1945, is classified as "doctoral", even though that individual might have been awarded a bachelor's and a master's degree in earlier years.

The broad conclusion to be derived from Table XI is that holders of professional degrees have the highest average salaries, in each of the respective academic ranks. Of course, professors are paid more than associate professors, etc., but for all ranks taken together and for each separate rank, in both the Endowed and State-supported parts of the University the holders of professional

TABLE XI

Average Salaries of Full-Time Academic Staff in Ithaca,
by Types of Latest Academic Degree, Major Division and
Rank, 1957

	<u>Bachelor</u>	<u>Master</u>	<u>Doctoral</u>	<u>Professional</u>	<u>Other</u>
<u>All Ithaca</u>					
<u>All Ranks</u>	\$8,611	\$7,857	\$8,951	\$10,165	\$8,023
Professors	9,748	9,464	10,403	11,278	8,500
Associate Professors	8,012	7,644	8,014	8,686	7,736
Assistant Professors	7,141	6,480	6,631	7,900	-
<u>Endowed Divisions</u>					
<u>All Ranks</u>	\$8,720	\$8,003	\$8,848	\$9,902	\$8,300
Professors	9,944	8,908	10,432	11,047	8,500
Associate Professors	7,350	8,038	7,925	9,113	*
Assistant Professors	6,417	6,533	6,411	8,201	-
<u>State Colleges -All Ranks</u>	\$8,550	\$7,791	\$9,024	\$10,625	\$7,560
Professors	9,587	9,856	10,383	11,642	-
Associate Professors	8,260	7,501	8,073	8,454	7,560
Assistant Professors	7,413	6,461	6,804	7,400	-

* Less than three persons reported in the sub-division indicated.

degrees (principally those in engineering, law and medicine) enjoy a distinct salary advantage even over the holders of Ph.D. degrees.

As might be expected, the holders of non-professional doctoral degrees (two-thirds of all the persons reported) had substantially higher average salaries than those whose last degree was at the bachelor's or master's level. What may be surprising is that the holders of master's degrees generally have lower average salaries than those whose last degree was at the B.A. or B.S. level. This general tendency is not universal. Among associate and assistant professors in the Endowed Divisions - usually the younger faculty members - a master's degree was associated with a considerable salary advantage over those whose last degree was at the B.S. or B.A. level. Likewise the professors in the State Colleges who had Master's degrees were paid higher average salaries than State-College professors with no more than bachelor's degrees. In all the other cases, however, those whose last degrees were at the master's level are being paid, not only less than the Ph.D's of the same academic rank but even less than those in the same rank who had no degree beyond the bachelor's level.

To summarize this matter, Cornell is now paying the two-thirds of its faculty who have Ph. D. degrees an average of \$8,900 a year, an amount which is about \$1,100 less than that received by the one-tenth of the faculty who have professional degrees, about \$300 more than that of the five percent of the faculty who have only bachelor's degrees and an amount which is \$1,200 more than the group of one-fifth of the faculty who have masters' degrees.

XII. Relationship of Average Salaries to Years since Last Academic Degree.

It is now clear that both the type of academic degree and, to some extent, the experience of a faculty member subsequent to that degree are factors which influence the salary which a faculty member is likely to receive at Cornell. How does this combination of factors operate on the relative levels of salaries within Cornell University? As a partial answer to this question, this report now includes an analysis of average salaries, for Ph.D's, and for holders of other degrees, according to the time which has elapsed since each of these groups of degrees was conferred.

To have meaningful numbers, it has been necessary at this point to classify the dominant group of Ph.D's (70 percent of total) in one group and to consolidate the holders of all other types of degrees in a second single group. By this method, substantial numbers of the Cornell faculty appear in everyone of the subdivisions of Table XII.

For Cornell faculty - regardless of present rank - who have doctoral degrees, the University has recognized increasing experience since the time of the Ph. D. degree by providing higher average salaries up to the level of 20 to 24 years of experience since that Ph. D. degree. Cornell faculty with Ph. D. degrees who received that degree 20 to 24 years ago (1933 to 1937) now obtain an average of \$10,542 per year - the highest average salary by years

TABLE XII

Average Salaries of Full-Time Academic Staff in Ithaca,
by years elapsed since conferral of Doctoral or other
Academic Degree, 1957

<u>Years Since Last</u> <u>Academic Degree</u>	<u>Type of Last Academic Degree</u>			
	<u>Doctoral Degrees</u>		<u>Other Degrees</u>	
	<u>No.</u>	<u>Av. Salary</u>	<u>No.</u>	<u>Av. Salary</u>
<u>All Ithaca</u>				
30 years and over	41	\$10,392	43	\$ 9,461
25 to 29 years	50	9,900	27	9,123
20 to 24 years	72	10,542	30	9,627
15 to 19 years	86	9,980	43	9,196
10 to 14 years	70	9,084	48	7,909
5 to 9 years	135	7,975	43	7,359
Under 5 years	98	7,044	23	6,985
<u>Endowed Divisions</u>				
30 years and over	21	\$10,012	21	\$9,218
25 to 29 years	24	9,323	12	9,075
20 to 24 years	30	10,332	14	10,222
15 to 19 years	42	9,965	20	9,611
10 to 14 years	29	8,867	16	8,263
5 to 9 years	51	7,717	18	7,384
Under 5 years	30	6,510	5	7,500
<u>State Colleges</u>				
30 years and over	20	\$10,791	22	\$9,694
25 to 29 years	26	10,433	15	9,161
20 to 24 years	42	10,692	16	9,107
15 to 19 years	44	9,995	23	8,835
10 to 14 years	41	9,237	32	7,732
5 to 9 years	84	8,132	25	7,341
Under 5 years	68	7,279	18	6,842

since last degree, which the University as a whole, is now paying. In both the Endowed and the State-supported parts of the University, those who earned their Ph.D. degrees 20 to 24 years ago have the highest average salaries. Likewise, those holders of other degrees (bachelor's, master's, professional, etc.) now have the highest average salaries when these latest earned academic degrees were conferred 20 to 24 years ago.

For all types of academic degrees - Ph.D. or other - present salaries in both the Endowed and the State-supported parts of the University are ranged along a progressive scale from salary averages of about \$7,000 for those who earned their last academic degree less than 5 years ago to salary averages (in the \$9,000 to \$10,500 range) for those who earned their last academic degree from 20 to 25 years ago.

In general, therefore, it may be said that Cornell faculty salaries are progressive in terms of years of experience since the last academic degree - up to the range of 20 to 24 years since that last academic degree. Beyond that point, years of experience are not compensated in the form of higher average faculty salaries. For example, Cornell faculty who earned their Ph. D. degrees 25 to 29 years ago (1928 to 1932) are now paid \$150 to \$1,400 less than those who earned their Ph.D's 20 to 24 years ago. The Ph. D. group - being the largest single group - is the most typical. However a very similar salary pattern appears for the non-Ph.D's and for each of the separate groups of faculty in the Endowed and the State-supported parts of the University.

Earlier reference has been made to the "lost generation", salary-wise. In terms of years of experience since last academic degree, the "lost generation" consists of those who finished their formal education in the years between 1928 and 1932. The present average salaries of this group - whether holders of the Ph. D. degree or not - are about the same as those who earned similar degrees some 10 years later.

XIII. Distribution of Salaries by Years Since Doctoral Degree

The salary compensation at Cornell for years of experience can be assessed most accurately for the dominant (68 percent) group of the faculty who hold Doctoral degrees. Just how does it come about that average salaries progress, according to years since the Ph. D., up to 24 years but are at lower levels for those with more than 24 years of experience since the time when they obtained their doctoral degrees? Table XIII provides the explanation.

Those who obtained their doctoral degrees less than 10 years ago most frequently have salaries in the range from \$6,500 to \$8,400. For those with 10 years or more of experience since the doctoral degree the most frequent salary is in the range from \$10,000 to \$12,400 - regardless of whether only 10 years or more than 30 years have elapsed since the doctoral degree. Mere average salaries, as previously presented, do not reveal the wide dispersion of salaries for each of these "experience groups". In particular, the problem group of those who obtained their doctoral degrees from 25 to 29 years ago are now paid salaries which cover the full range from less than \$6,000 to more than \$12,500. It is true that 20 persons of the 50 in the 25-to-29 year group are paid \$10,000 or more. The average salary for the group is lowered, however, by the fact that 18 of the 50 now receive less than \$8,900 a year.

Cornell salaries are generally progressive according to years of experience since the Ph. D. in the sense that increasing experience

TABLE XIII

Distribution of Salaries of Full-Time Academic Staff holding
Doctoral Degrees, by Years Since Conferral of that Degree

	Years, prior to 1957, since Doctor's Degree							All Years
	30 and over	25 to 29	20 to 24	15 to 19	10 to 14	5 to 9	Under 5	
\$12,500 and over	5	4	14	9	1	3	1	37
10,000 to \$12,400	16	16	27	27	19	9	2	116
9,500 to 9,900	4	8	7	14	8	4	2	47
9,000 to 9,400	6	4	4	11	4	5	5	39
8,500 to 8,900	6	10	11	8	10	12	2	57
8,000 to 8,400	1	4	6	9	17	26	4	67
7,500 to 7,900	-	-	1	5	5	19	12	42
7,000 to 7,400	2	1	2	4	2	28	19	58
6,500 to 6,900	-	1	-	1	2	17	24	45
6,000 to 6,400	1	1	-	-	1	5	11	19
Under 6,000	-	1	-	-	1	7	16	25
Total	41	50	72	86	70	135	98	552
Average Salary	\$10,392	\$9,900	\$10,542	\$9,980	\$9,084	\$7,975	\$7,044	\$8,951

Note: Includes a small number of the members of the staff of the University Clinic.

increases the chance of obtaining a higher salary - but with the exception of those whose Ph. D's were earned from 25 to 29 years ago. Half of those who are less than 5 years away from the Ph.D. receive something over \$7,000 and the similar median figure advances to about \$9,500 for those with 20 to 24 years since the Ph.D. and to slightly over \$10,000 for those with 30 or more years since the Ph.D. Half of the 25 to 29 year group, however, received less than \$9,900 and many of these - as has been seen - received very much less than the median salary for the group.

XIV. Inter-Relationship of Age and Net Years of Service.

Is it years of life or years of service at Cornell which are most advantageous, salary-wise? Of course those who have served longest at Cornell will generally be the older faculty members. But some persons of advanced ages may have been appointed recently while some persons of relatively young ages (having been appointed at Cornell when young) may have served at Cornell for a relatively large number of years,

The Committee prepared a test of the relation of salaries to the age and length of service by dividing the reported number of the faculty according to whether they were 45 years of age or younger and also according to whether they had served on the Cornell faculty for more or less than 10 years. The results are shown in Table XIV, based on 792 usable records for faculty members above the rank of instructor.

Two preliminary observations are that the bulk of the Cornell faculty are relatively young and that the bulk of them have served on the faculty for less than 10 years. Seventy percent, taking all ranks together, are less than 45 years of age and more than 80 percent of them have been on the Cornell faculty for less than 10 years.

TABLE XIV

Average Salaries of Full-Time Academic Staff in Ithaca, By Rank, who were over and under 45 years of age in 1957 and who had more and less than 10 years of Net Service at Cornell.

<u>Rank and</u> <u>Net Years of</u> <u>Service</u>	<u>Age</u>			
	<u>45 yrs. & over</u>		<u>Under 45 yrs.</u>	
	<u>No.</u>	<u>Av. Salary</u>	<u>No.</u>	<u>Av. Salary.</u>
<u>All ranks</u>				
All yrs. of service	240	\$9,658	563	\$8,384
Under 10 yrs.	55	9,065	416	7,989
Over 10 yrs.	185	9,835	147	9,500
<u>Professors</u>				
All yrs. of service	191	10,196	180	10,473
Under 10 yrs.	31	10,266	74	10,995
Over 10 yrs.	160	10,183	106	10,109
<u>Associate Professors</u>				
All yrs. of service	44	7,783	193	8,101
Under 10 yrs.	19	8,012	155	8,119
Over 10 yrs.	25	7,609	38	8,027
<u>Assistant Professors</u>				
All yrs. of Service	5	5,622	179	6,727
Under 10 yrs.	5	5,622	176	6,728
Over 10 yrs.	-	-	3	6,650

NOTE: This table includes a small number of the members of the staff of the University Clinic.

The age and length of service comparisons in Table XIV are, therefore, chiefly significant for the groups of the faculty who are associate or full professors. The most notable salary differences, on an age and service basis, appear in the case of the associate professors. The four-fifths of the reported associate professors ^{who} are under 45 years of age, have average salaries about \$300 above the remaining one-fifth of the associate professors of 45 years or more years of age. Among this dominant group of associate professors of less than 45 years of age, those who have served Cornell for more than 10 years had about the same average salary as those who have had lesser years of service. A contrasting result appears for the minority of the associate professors (44 reported) of 45 years or more of age. Of these associate professors, 45 years and older, those who have been on the Cornell faculty for less than 10 years are receiving, on the average, \$400 a year more than those who had been on the Cornell faculty for more than 10 years.

Faculty members at the present rank of full professor are nearly evenly divided as between those above and below age 45. Professors younger than 45 average about \$400 more per year than the professors over 45 years of age. Among the professors of less than 45 years of age, the one-half (74 of 180 reported) who have served at Cornell for less than 10 years, had \$900 higher average salaries than those who had served for more than 10 years. The minority of professors of less than 10 years' service, among those of 45 years of age or more, received a slightly higher average salary than the majority of this older group who had been on the Cornell faculty for more than 10 years.

XV. Inter-Relationship between Years Since Doctoral Degree and Net Years of Service: Professors and Associate Professors

What is the relative worth, salarywise, of years of service as compared with total years of experience since the time when a doctoral degree was earned? The results presented in Table XV show the results of the Committee's attempt to answer this question.

The analysis presented in Table XV is significant only for the professors who also hold doctoral degrees. Almost all of the associate professors now on the Cornell faculty obtained their doctoral degrees less than 15 years ago and have served on the Cornell faculty for less than 15 years. Within these narrow ranges, it appears that somewhat higher salaries are being paid for years of service at Cornell rather than for years since the attainment of a doctoral degree.

For the professors, the results of Table XV may be significant. The higher average salaries of professors are being paid to those whose doctoral degrees were earned less than 10 years ago, and who have served on the Cornell faculty for less than 10 years. The lowest of the professors' salaries (among the the Ph.D's) are obtained by those who earned their doctoral degrees 15 to 19 years ago and who have served for 25 to 29 years on the Cornell faculty (4 persons with an average salary of \$8,114).

Generalizations are difficult in view of the varied results shown by Table XV. In a very general way, it can be said that both years of service at Cornell and years since the Ph.D. degree are reflected in the faculty salary structure. For the numerically important group of 141

TABLE XV

Average Salaries of Full-Time Professors and Associate Professors in Ithaca with Doctoral Degrees, by Years Since Doctoral Degree and Net Years of Service at Cornell

Rank and Years of Service	Years Since Doctoral Degree									
	1957									
	30 & over	25 to 29	20 to 24	15 to 19	10 to 14	5 to 9	Under 5			
	No. Av. Salary	No. Av. Salary	No. Av. Salary	No. Av. Salary	No. Av. Salary	No. Av. Salary	No. Av. Salary	No. Av. Salary	No. Av. Salary	No. Av. Salary
Professors										
All Years	39 \$10,581	45 \$10,195	68 \$10,681	73 \$10,332	40 \$9,759	16 \$11,227	4 \$10,701			
30 and over	23 10,676	7 9,701	3 10,388	1 *	1 *	-	-			
20 - 29 years	8 10,025	25 10,708	19 9,975	2 *	2 *	2 *	2 *			
15 - 19 years	2 *	4 8,114	20 10,973	18 10,410	2 *	-	-			
10 - 14 years	3 9,241	* *	17 10,856	29 9,916	16 9,833	2 *	2 *			
Under 10 years	53 13,895	7 10,250	9 11,290	23 10,963	19 9,816	12 10,907	2 *			
Associate Professors										
All Years	2 *	4 7,832	4 8,173	12 8,021	28 8,311	81 7,929	19 8,138			
Over 15 years	2 *	-	2 *	-	-	1 *	3 7,063			
5 - 14 years	-	2 *	2 *	10 7,748	21 8,357	55 7,921	7 8,685			
Under 5 years	-	2 *	-	2 *	7 9,118	25 7,928	9 7,981			

: This table includes a small number of the staff of the University Clinic. Average salary omitted to avoid direct or indirect disclosure of salary data for less than three persons

professors who earned their Ph.D. degrees from 15 to 24 years ago, the number of years since the Ph.D. have counted for more than the number of years of service at Cornell. Thus, those who earned their Ph.D. degrees from 20 to 24 years ago now receive an average of \$10,681, or some \$300 more than those who received the Ph.D. 5 years earlier. On the other hand, the highest-paid group among those who received their doctoral degrees either from 10 to 14 years ago or from 20 to 24 years ago are those who have been active on the Cornell faculty for from 10 to 14 years - rather than those who have served Cornell either for longer or shorter periods of time.

Name:

Request for Salary Classification Information

Your Committee on the Economic Status of the Faculty wishes to improve its analysis of faculty salaries at Cornell University. Many questions have arisen as to how our existing salaries are related to length of service and other factors of academic status. Hence the Committee has voted unanimously to ask each faculty member to furnish the information requested below. This information will be used to classify faculty salaries in a report to the faculty itself. No information will be shown which will reveal the identity of any individual.

Please return this questionnaire promptly to the Office of the Dean of the Faculty (Day Hall, Room 359). It is important to all of us that every member of the faculty respond to this request.

1. Calendar Year of Your Birth (e.g. 1915) _____
2. Calendar Year of Your First Full-Time Appointment as a Member of the Cornell University Faculty _____
3. Your Academic Rank at the Time of Your First Full-Time Appointment as a Member of the Cornell Faculty (Instructor, Assistant Professor, Associate Professor, Professor) _____
4. Total Number of Years of Full-Time Service at Cornell University Prior to June, 1956 (including sabbatical leave, but excluding years of intervening employment elsewhere) _____ Years
5. Academic Rank as of June, 1956 (Instructor, Assistant Professor, Associate Professor, Professor) _____
6. Calendar Year when Present Academic Rank was First Obtained at Cornell University _____
7. List below the Academic Degrees Conferred on You, with Related Information:

<u>Degree A.B., etc.)</u>	:	<u>Institution Conferring Degree</u>	:	<u>Year</u>
_____	:	_____	:	_____
_____	:	_____	:	_____
_____	:	_____	:	_____

Olin Hall
Room M
19 February, 1958

The meeting was called to order by the Provost at 4:30 p.m.

The minutes of the meeting of January 15, a condensation of which had been distributed with the call for the meeting, were approved.

The Provost explained that the storm in delaying transportation between New York and Ithaca had made it impossible for the President to get back to the meeting and be in New York for a meeting the following day.

The Dean reminded the faculty of the request of the Committee on Nominations for suggestions for membership on various committees and urged that returns be submitted before the deadline.

The Dean announced the appointment of the following committee to prepare a memorial article on Professor Emeritus Wallie Abraham Hurwitz for inclusion in the Necrology of the Faculty:

Ralph Palmer Agnew, Chairman
Harry Caplan
Walter Hoyt French

There being no special order or unfinished business, a supplementary report of the Committee on the Economic Status of the Faculty was analyzed by Professors Alfred E. Kahn and N. Arnold Tolles. Comparing median salaries at Cornell with those of other institutions, Professor Kahn showed that Cornell stood well in salaries for Associate and Assistant Professors but somewhat less well in salaries for full professors. Professor Tolles said that 5% of the full

professors will be drawing \$15,000 or more next year. The University Administration, he remarked, is currently reviewing the cases of men with sub-normal salaries that may have resulted from their appointment in the early thirties. The Provost reported that an optional group life insurance plan is moving along toward adoption by the Board of Trustees and may be in operation with the beginning of the next fiscal year.

Professor J. Milton Cowan inquired whether the Committee on the Economic Status of the Faculty was giving any consideration to two plans recently put into operation at Harvard whereby the retirement program was made non-contributory and comprehensive health insurance comparable to that previously available to students was provided for the faculty. In reply, Professor Tolles said that comprehensive medical coverage might be made available to members of the state colleges if and when a bill in the state legislature which authorizes this is adopted. Some consideration has been given, he said, to additional coverage for members of the endowed colleges and to changing the retirement plan, both of which will receive further study.

The Dean called on Professor Max Black, Chairman of a Steering Committee authorized by the University ^{Faculty} Council to plan for a special convocation on America in the world crisis to report on its recommendations. Professor Black brought out that the plan for the convocation, including a series of outstanding speakers to discuss the military crisis and American domestic problems with following discussions and seminars, had been somewhat anticipated by the Columbia Broadcasting

Company in a series of Sunday programs under the title "The Great Challenge". Furthermore, none of the speakers the Committee had hoped to secure had proved available. Consequently, the ambitious program first envisaged was being dropped. In its place the committee expected to bring in a number of speakers to discuss educational and world problems in evening meetings. There is to be no university-wide convocation with dismissal of classes.

The meeting adjourned at 5:00 p.m.

A handwritten signature in cursive script that reads "Paul W. Gates". The signature is fluid and elegant, with a large initial 'P' and 'G'.

Paul W. Gates
Secretary

Olin Hall
Room M
March 12, 1958

The meeting was called to order by the Provost at 4:30 p.m.

The minutes of the meeting of February 19, a condensation of which had been distributed with the call for the meeting, were approved.

The Chairman announced the death of Andre L. Jorissen, Professor and Head, Department of Hydraulics and Hydraulic Engineering, on February 26, 1958. The Faculty rose in tribute to his memory.

Dean Hanson announced the appointment of a Committee to prepare a memorial article on Professor Jorissen for inclusion in the Necrology of the Faculty, as follows: Professor Paul G. Mayer, Chairman; Professor Carl Crandall and Professor William O. Lynch.

There was no special order or unfinished business.

On behalf of the Committee on Nominations, its chairman, Professor G. C. Kent, presented a slate of nominations for membership on the Faculty Council and six Faculty committees. For membership on the Faculty Council, the Committee nominated three pairs, one person from each pair to be elected. After reading the first pair, Professor George P. Adams nominated William R. Sears. Professor Herbert W. Briggs then moved that the instructions on the ballot for voting for members of the Faculty Council should be amended to place after "Three to be elected"

the following: "Vote for any three". Following a second, he supported his motion by holding that the practice of pairing candidates on the ballot was objectionable as it seemed to be based on the notion of representation by faculties, whereas he favored election of the best possible candidates without regard to institutional affiliation. Professors G. C. Kent and Morris Bishop, of the Nominating Committee, replied that they considered their mandate required distribution and representation by colleges. The Dean then read from the statutes legislation which did not appear to imply or require representation by each faculty. Professor Max Black reminded the members that in the discussion leading to the establishment of the University Council there had been at no time thought of representation of individual faculties. Pooling of the names and election of the strongest and best candidates, he felt to be preferable to any other plan. Pairing of names, as was currently proposed, assured that a defeated candidate, though admirably fitted for a position, might not again be nominated and thus his services would be lost. Questioned whether his motion applied only to the nominations for the Faculty Council, Professor Briggs replied in the affirmative.

The motion was then adopted with some opposition.

The reading of the four other nominations for the Council followed.

Professor Kent then read the three pairs of nominations for the Committee on Nominations, at which point Professor Stuart M. Brown

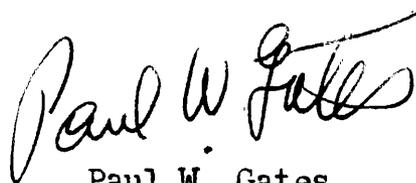
moved that the same "Vote for any three" should be placed on the ballot for these nominations. After the second, Dean Hanson read from the statutes a provision that did make mandatory in this instance representation by faculties. In view of this situation, Professor Brown and the second withdrew their motion.

The reading of two pairs of nominations of the Committee on Nominations for membership on the Committee on Academic Freedom and Tenure was followed by a motion of Professor George Winter that the instructions on the ballot should include "Vote for any two". Further discussion by Professors Carroll C. Arnold and Max Black was followed by an affirmative vote, again with some little opposition.

The balance of the nominations were presented and the slate with the addition of the nomination of Professor Sears was presented to the Committee on Elections.

On behalf of the Committee on Academic Freedom and Tenure, the Secretary read a brief summary of its activities by its chairman, Professor Milton R. Konvitz. In its two meetings and in the work of a sub-committee attention has been given the problem of suspension or dismissal and the legislation pertaining thereto of a number of universities. A permanent file of material is being erected for present and future use, and investigation is being made into the work of previous committees at Cornell which were charged with responsibility for studies of tenure and academic freedom.

The meeting adjourned at 5:10 p.m.



Paul W. Gates
Secretary

TO: Prof. C. Arnold Hanson, Dean of
University Faculty

DATE: March 12, 1958

FROM: Milton R. Konvitz

SUBJECT: Report of University Faculty Committee
on Tenure and Academic Freedom

The Committee has held two meetings since it came into existence on November 15, 1957.

The main order of business that the Committee has projected for itself for this year is the preparation of a study and report on existing Cornell University legislation that is concerned with the problem of suspension or dismissal of a member of the faculty, having in mind both the substantive and procedural aspects. A sub-committee has been appointed to prepare this study and report. The sub-committee consists of Professors H. D. Albright, M. H. Cardozo, and Paul Olum. As part of its undertaking the sub-committee will study, on a comparative basis, the legislation on the subject adopted by some other leading private and state universities. It is anticipated that the sub-committee will have a tentative report for the full committee before the end of the current academic year, and that the full committee will report to the University Faculty in the fall of 1958.

The Committee is building up a file of relevant materials on tenure and academic freedom supplied by other universities, and by organizations such as the American Civil Liberties Union, the American Association of University Professors, the Association of American Colleges, and the Association of American Universities. We expect to build up a permanent file of materials relating to the interests of the Committee to be used by the Committee and by the Dean of the University Faculty in future years.

March 12, 1958

As will be inferred from what has already been said, the Committee does not propose to limit its interest and action to specific cases that may be brought to its attention; it will concern itself also with general policies affecting tenure or academic freedom.

The Committee is also attempting to reconstruct the history of previous committees of the University Faculty that worked on problems relating to tenure or academic freedom, so that a sense of continuity might be developed for this Committee as it proceeds with its work.

Respectfully submitted,


Chairman

MRK:acl

Olin Hall
 Room M
 14 May, 1958

The meeting was called to order by the President at 4:30 p.m.

The minutes of the meeting of March 12, a condensation of which was distributed with the notice of cancellation of the April meeting of the Faculty, were approved.

The President announced the deaths of the following members of the Faculty:

William Charles Baker, Professor of Drawing, Emeritus,
 on February 20, 1958

Frank Barron Morrison, Professor of Animal Husbandry
 and Animal Nutrition, Emeritus, on April 7, 1958

James Wenceslas Papez, Professor of Anatomy, Emeritus,
 on April 13, 1958

Frederick Bedell, Professor of Physics, Emeritus, on
 May 3, 1958

The Faculty rose in tribute to their memory.

The Dean announced the appointments of committees to prepare memorial articles for inclusion in the Necrology of the Faculty:

Professor William Charles Baker, Emeritus	Elizabeth Burckmyer, chairman R. W. Curtis Clara Garrett
Professor Frank Barron Morrison, Emeritus	S. E. Smith, chairman L. C. Norris K. L. Turk
Professor James Wenceslas Papez, Emeritus	J. A. Dye, chairman H. S. Liddell Marcus Singer
Professor Frederick Bedell, Emeritus	C. C. Murdock, chairman G. E. Grantham H. E. Howe

The President reported to the Faculty that a survey of fund raising potential is being made preparatory to decisions concerning a possible major fund raising campaign. Active efforts are being made, he said, to secure the additional funds necessary for the construction of the new library and the old buildings of the Engineering College are being renovated for use by other branches of the University. It was too early, the President said, to be certain just how the current fiscal year of the University would end but he was assured that it would be reasonably favorable. He read a letter from Dr. Ewald B. Nyquist, Chairman of the Commission on Institutions of Higher Education of the Middle States Association of Colleges and Secondary Schools which recently completed its survey of Cornell University. The Commission, in summary, found "the teaching and learning process at Cornell University is of marked quality". Copies of the Report of the Commission will shortly be made available to deans and chairmen of departments.

Professor Charles F. Hockett, chairman of the Hull Publication Memorial Fund, reported that \$11,706 had been committed or expended for the publication of seven works of scholarship in the field of the liberal studies as defined in the will of Mary Hull. The high quality of these works were unquestioned, he felt, but he regretted that a larger number and perhaps a wider range of studies had not been submitted for consideration. He announced that he would welcome discussion with faculty members concerning work they had under way before it was completed.

The Dean reported for the Committee on Elections the results of the recent ballot to fill vacancies on various committees of the

Faculty. A copy of the approved report is appended to the minutes.

Professor N. Arnold Tolles, Chairman of the Committee on the Economic Status of the Faculty, drew attention to a recent ruling of the Bureau of Internal Revenue concerning deductions for educational expenses which the Dean agreed to have distributed to members of the Faculty. He reported that the State of New York as of April has extended its medical and hospital insurance coverage to the staff of the State Colleges. He called upon Lloyd E. Slater, Assistant Treasurer, to explain just how far this coverage has proceeded. The latter's statement revealed something of the difficulty he and others had been through in getting the State to extend the insurance coverage to the staff of the State Colleges. At the suggestion of Professor Urie Bronfenbrenner the thanks of the Faculty was extended to Mr. Slater for his patient and careful attention to the matter.

The Dean announced that the Faculty Council had elected J. H. Hedrick, C. P. Rossiter and W. R. Sears to fill vacancies on the Committee on Long Range Planning and D. J. Grout to fill a vacancy on the Committee on the Membership of the University Faculty.

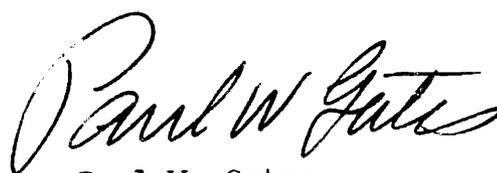
The first report of the Committee on Long Range Planning, "A Program for Cornell", prepared in behalf of the Committee by Professor M. H. Abrams, which had been distributed with the call for the Faculty meeting, was formally submitted by the Dean. There being no desire to discuss the report at the time, members were invited to submit comments to the Dean.

The Dean, as required by legislation, reported on his activities

in relation to the more than a thousand members of the faculty and the forty-two committees operating within the faculty. He noted particularly the work of the Council of 17 members which, contrary to some expectations, had not proved to be unwieldy; the Long Range Planning Committee, the Committee on Academic Freedom and Tenure, the Committee on the Economic Status of the Faculty and the Committee on the Membership of the University Faculty. To stimulate interest of new members of the Faculty in the activities of the Faculty and its committees he had distributed to them a statement about its work. He reported that a code of faculty legislation is being prepared. Student interest in faculty matters he found to be improved. Problems that the Dean considered needing further attention are the inadequacy of retirement income of members of the staff, a more flexible arrangement for retirement in place of the mandatory system now in operation, and a higher salary level.

The President expressed appreciation for the report of the Dean.

The meeting adjourned at 5:20 p.m.



Paul W. Gates
Secretary

The Committee on Elections submits the following report on the recent election conducted in the University Faculty for three positions on the Faculty Council, three positions on the Committee on Nominations, one position on the Committee on the Economic Status of the Faculty, one position on the Committee on Cooperative Purchasing, two positions on the Committee on Academic Freedom and Tenure, one position on the Board of Physical Education and Athletics and one position on the Board of Student Health and Hygiene. The Committee further reports that 520 valid ballots were cast in this election.

In the balloting for the three offices on the Faculty Council for three year terms, 1477 ballots were cast, a plurality having been received by the Professor of Engineering Physics and Director of the Graduate School of Aeronautical Engineering, Professor W. R. Sears with 324 votes, the Professor of Business Administration and Dean of the Graduate School of Business and Public Administration, Professor C. Stewart Sheppard with 232 votes, and the Professor of Electrical Engineering, Professor Howard G. Smith with 219 votes.

486 ballots were cast for a member of the Committee on Nominations for a three year term, of which 287, a majority, were cast for the Professor of Animal Nutrition, Professor John K. Loosli.

482 ballots were cast for another member of the Committee on Nominations for a three year term, of which 253, a majority, were cast for the Professor of Electrical Engineering, Professor Lawrence A. Burckmyer, Jr.

502 ballots were cast for another member of the Committee on Nominations for a three year term, of which 294, a majority, were cast for the Professor of Economics, Professor Paul M. O'Leary.

469 ballots were cast for a member of the Committee on the Economic Status of the Faculty for a five year term, of which 310, a majority, were cast for the Associate Professor of Land Economics, Professor Howard E. Conklin.

488 ballots were cast for a member of the Committee on Cooperative Purchasing for a five year term, of which 274, a majority, were cast for the Associate Professor of Economics, Professor Frank H. Golay.

In the balloting for the two offices on the Committee on Academic Freedom and Tenure for four year terms, 953 ballots were cast, a plurality having been received by the Professor of Law, Professor Robert S. Pasley with 346 votes and the Professor of Mechanical Engineering, Professor Frederick S. Erdman with 309 votes.

488 ballots were cast for a member of the Board of Physical Education and Athletics for a three year term, of which 332, a majority, were cast for the Associate Professor of Hotel Administration, Professor Jeremiah J. Wanderstock.

(See other side)

463 ballots were cast for a member of the Board of Student Health and Hygiene for a three year term, of which 239, a majority, were cast for the Professor of Veterinary Pathology, Professor Charles G. Rickard.

April 9, 1958

C. A. Hanson, Chairman
Committee on Elections

To: Members of the University Faculty

From: The Committee on Long Range Planning

The attached statement entitled "A Program for Cornell - (Some Suggestions)" has been prepared by Professor M. H. Abrams on behalf of the Committee on Long Range Planning and comes to the Faculty with the endorsement of that Committee and after review by the Faculty Council.

The present statement is not in final form but is being circulated within the Faculty at this time as a means of prompting suggestions and comments for its improvement. Comments should be sent to the Committee on Long Range Planning, Room 308, Day Hall.

May 1, 1958

A PROGRAM FOR CORNELL

(Some Suggestions)

Prepared in behalf of the Committee on Long Range Planning
by Professor M. H. Abrams

Cornell University, like the country in which it exists, was founded as a radical experiment in freedom and democracy. Ezra Cornell's desire was to found an institution open to all ranks of society, in which agriculture and the mechanic arts should go hand in hand with the traditional subjects of higher learning. On this stock Andrew White grafted the concepts that, while agriculture and the mechanic arts ought to be "the peers of any other" subject, the liberal arts, construed much more broadly and diversely than in the standard classical curriculum, should be "the bloom of the whole growth"; that a community of eminent scholars, pursuing their own ends in their own way, should live with students in an atmosphere of freedom; and most radically, that the university should be open equally to men and women, and should, in administration, faculty, and procedures, be free from any sectarian or dogmatic commitment, political or religious. These tenets at once came to be known as "the Cornell idea", and earned the University, at first, widespread and bitter obloquy. But the power of the Cornell Idea also attracted a great faculty, generous benefactors, the largest entering class that had ever been admitted to an American college; in an astonishingly few decades, it made Cornell one of the great universities of the country.

The Cornell idea brought to bear upon higher education the principles which underlay the establishment of the Republic and which continued to underlie the thinking of mid-nineteenth century democratic liberalism. Andrew White made this fact clear by echoing the motto from John Stuart Mill's On Liberty, at the close of his first "Report on Organization": "The great and leading principle is the absolute and essential importance of human development in its richest diversity." To the ideal of individual freedom Carl Becker, in his address at the seventy-fifth anniversary of the University, added the corollary idea of individual responsibility. These premises are basic and permanent, and on them must be grounded the future development of Cornell. They have become an almost universal ideal, adopted, happily, by all the leading universities of America. In the process, however, some of their initial, because radical, impetus has been lost. All institutions, it has been said, renew themselves by returning to their original ethos, their first principles. As we approach our centennial, we need to reexamine the foundations of our institution, but also to expand our traditional values into a new "Cornell idea" that will empower and guide the second century of our existence.

As even its early proponents foresaw, the democratic ideal has its characteristic dangers, the other side of its virtues -- dangers that a democratic system of higher education has not escaped. These consist in a strong central tendency, or pressure toward the middle of the scale; a levelling process which results from calibrating our intellectual aims and processes and standards according to the average rather than according to the superior; a neglect of the needs of the best in a preoccupation with the requirements of the ordinary; with the result, as John Stuart Mill saw, that we tend too much "to render mediocrity the ascendant power among mankind."

But if democracy and freedom are to survive under the pressures of our greatly troubled era, a university must demonstrate that a free democratic education, far from entailing mediocrity, is the only kind compatible with the fullest development of intellectual excellence. We need, I think, to add to Andrew White's principle of "human development in its richest diversity" the older Greek concept of the good life as "the exercise of vital powers along lines of excellence." The new "Cornell idea" might well be that of "education for excellence" -- the establishment of a milieu encouraging the free development of the individual along lines of excellence. Only in this way can Cornell properly fulfill the function that President White envisioned for it, the intellectual and moral training of young people for leadership in the United States.

A program of education for excellence has clear implications for Cornell's future development. It will require a superior faculty, working with superior students, with adequate physical facilities, in an intellectual climate that encourages superior performance. Since the need for physical facilities is least likely to be overlooked, we need to emphasize here only the question of faculty, of students, and of the intellectual milieu that these two, in their interaction, generate.

I. Faculty

It cannot be too much emphasized that the prime measure of a university's greatness is the greatness of its faculty, and that the greatness of a faculty is measured both by its teaching and by its creative contributions in scholarship and research. "Better a splendid and complete faculty in a barn," as President White drove home this point, "than an insufficient faculty in a palace" -- by which he did not mean, however, that it is practically possible to gather a splendid faculty in a barn, or that a barn is as good as a commodious and well-equipped academic building. With its present faculty Cornell is trying to do too much for too many with too little. The quality of the faculty, by and large, is good -- better, certainly, than we pay for; although this is a condition that will not long survive in an increasingly competitive academic world. To undertake at Cornell to match only the median salary scale, in the range of the salary scales which prevail at other Universities, is a policy of mediocrity. For excellence in faculty we shall need to match, or if need be to exceed, the highest schedule of salaries paid by any of our academic peers.

The Cornell faculty is insufficient in numbers to perform, on the highest level, even its existing program of instruction; a fortiori, it is far too preoccupied with day-to-day necessities to plan or effectuate desirable curricular innovations. The Arts College faculty, for example, is the trunk of the academic tree, of which the other undergraduate units of the university are, in an important sense, branches: it is the one division that teaches a substantial portion of the curriculum of all

students on the campus, and it provides half the total instruction offered by the university. Yet the ratio of full-time teachers to the total students taking courses in this central college is one to twenty-one. Excellence in education is incompatible with a teacher-student ratio of one to twenty-one. It fosters a general pattern of mass instructions and prevents the establishment in adequate numbers of the seminars, colloquia, and individual conferences that constitute an indispensable part of the best instructional procedure for superior students.

Inadequacy in numbers also makes it impossible to allow enough free time for the research and creative work that are essential to excellence. The public reputation of a university is mainly the sum of the reputations of its individual scientists and scholars, and their reputations are earned almost entirely by the extensiveness and quality of their published work -- and quite properly, for our social organization makes us reliant mainly on the academic world for pushing forward the frontiers of knowledge and for maintaining the free play of ideas essential in a democracy. The much advertised conflict between teaching and research is a myth -- or at least, it would be if the burden of teaching were light enough to permit the faculty member to conduct his creative work without scanting his teaching. So far from being incompatible with the highly various activities called "research," the best teaching is that which is constantly fed and refreshed by work on the frontier of knowledge, and which is conducted with the verve and assurance and impact of a man who not only knows, but has himself contributed to the best that has been thought and said about his subject.

To achieve excellence in our faculty, then, we need to enlarge its numbers and to improve its quality, by instituting a salary scale at least equal to the highest, by strenuous recruiting, and by setting up procedures of selection and promotion to ensure that the men chosen are not merely good enough, but the best available. The achievement of this excellence will require greatly enlarged expenditures, in an area for which it is especially difficult to raise funds, because endowments for this purpose do not seem to offer equal monumental and memorial value with endowments for structures of brick and mortar. To compensate, we need to give the highest priority to endowments for improving the faculty, and to make such endowments as inviting as possible, by publicizing their cardinal importance and by exploiting all possible devices, such as named professorships, which will give these contributions a maximum memorial quality.

Here, however, there is a danger to be avoided. The tendency is for donors to favor the establishment of new schools, new departments, and new areas of instruction. It is true that, to remain vital, a university must grow and alter in accordance with the development and alteration of its intellectual and social environment. Nevertheless experience shows that the unessential expansion of university units disperses and dissipates staff, energy, ideas, and funds. At this time we need concentration more than expansion, and the burden of proof should always rest heavily upon a

suggested innovation. We must not succumb to the mistake of trying to be superior in everything and in all ways, but be content to let other universities be superior in their particular ways. Merely by achieving excellence in the multitude of its present commitments, Cornell could become the greatest of universities.

II. Students.

Even the best of faculties cannot produce a superior educational result from mediocre students. We shall need, therefore, to open a career at Cornell to all talent, independently of class, wealth, or place of origin. To do so in a time of rising tuition and living costs will require greatly expanded endowments for undergraduate scholarships and graduate fellowships, in order to ensure that no student good enough to come to Cornell shall be prevented from doing so by lack of funds, and that no student, once admitted, shall be forced to spend so much time in earning money that he cannot realize his full educational possibilities. The provision of funds for the support of students deserves a priority next to the support of the faculty, and requires the exploration of equivalent devices for making benefactions in this area attractive to donors.

But a career at Cornell should be open only to talent. As part of the educational process proper, a university should certainly aim to provide the students with a social environment in which are represented all parts of this country and of the world, all classes and degrees of wealth, and all types of preparatory schools, private as well as public. This breadth of representation, however, must be achieved by making Cornell attractive and accessible to all, and not by depressing the standards of admission in order to fill a quota. On the contrary the qualifications for admission should be raised, as rapidly as feasible, in order to eliminate the drifters, the marginal students, and those who come to college primarily out of social rather than intellectual motives. A common assumption has been that inferior students will be elevated in their aims and achievements by virtue of their association with the saving remnant. But the common experience has been the opposite: that a sizeable body of inferior students sets the intellectual pace, the social tone, and the general mores of a university, and so depresses the aims and deflects the endeavors of their more serious and able contemporaries. To eliminate the social preoccupation, the cultural apathy, and the sometimes patent anti-intellectualism in the climate of the present campus, we need to set our sights higher in admissions policy. An active life of social and other extra-curricular activities is desirable; but the criterion must always be, the kind of extra-curricular life which does not impede, and which so far as possible enhances, the vigorous intellectual and cultural enterprise which is the university's reason for existing.

A final point is that the student body must not be allowed to grow in quantity at the expense of high quality, nor to a degree which sets a ratio of teachers to students which is too low for effective instruction. There is no equivalent, in teaching, for the confrontation of preceptor and pupil, and every student at Cornell ought to be afforded the stimulus

that can come only from the establishment of a personal relationship with at least some of his instructors, including those at the higher levels of academic rank.

These aims, added to the need for better instructional, living, and cultural facilities, will take great sums of money -- sums that may seem outside the realm of possibility. But the aims of Cornell's founders, given their limited resources, also seemed out of reach; yet in a few decades their achievement exceeded their expectations. What is needed is a motivating idea, and nothing is so effective as the promise of excellence to attract faculty, to attract students, and to attract support. It can, in fact, be maintained that only the bold announcement that we shall not be satisfied with anything short of the best has a chance to call forth the amount of financial support that Cornell will need in the next several decades. We have the inestimable advantage of a great tradition and of a physical location which is not only beautiful, but spacious, hence free from the necessity of so many urban universities to run fast in order to stand still. Instead of setting a middling goal, we ought to reiterate the vision of our first president, "In the greatest state, the greatest of universities; in central New York, a university, which, by the amplitude of its endowment and by the character of its studies in the whole scope of its curriculum, shall satisfy the wants of the hour."

14 May 1958

To The President, Cornell University
and
To The University Faculty, Cornell University

I have the honor to submit the second annual report of the Committee on the Hull Memorial Publication Fund, as required by legislation of the Board of Trustees dated 10-11 June 1956. This report supersedes an interim report dated 28 March 1958.

The constituency of the Committee for the year 1957-8 is as follows:

Mr. Victor Reynolds, University Publisher, ex officio;

Prof. Clinton L. Rossiter, Government, and Prof. Dexter Perkins, American Studies, as representatives of the field of "liberal studies" on the Board of Editors of the Cornell University Press, both ex officio;

The following five members appointed by the Dean of the College of Arts and Sciences:

Prof. Herbert W. Briggs, Government (through June 1960);

Prof. Charles F. Hockett, Modern Languages and Sociology and Anthropology (through June 1960), chairman;

Prof. James Hutton, Classics (through June 1958);

Prof. Norman A. Malcolm, Philosophy (through June 1959);

Prof. Marc Szeftel, History (through June 1958).

The uncommitted funds available to the Committee on 1 July 1957 amounted to \$11,825.56. Commitments have been made against this as follows:

M. L. W. Laistner, THE INTELLECTUAL HERITAGE
OF THE EARLY MIDDLE AGES \$170.38
(published June 1957, Cornell Univ. Press)

F. B. Agard, STRUCTURAL SKETCH OF ROUMANIAN 2200.00
(to be published, Linguistic Society of
America)

Theodor E. Mommsen, PETRARCH'S TESTAMENT 1100.00
(published August 1957, Cornell Univ. Press)

Harold W. Thompson, Editor, A PIONEER
SONGSTER 1760.00
(to be published, Cornell Univ. Press)

Gordon M. Kirkwood, A STUDY OF SOPHOCLEAN
DRAMA 2360.00
(due 29 May 1958, Cornell Univ. Press)

Joseph A. Mazzeo, STRUCTURE AND THOUGHT
IN THE PARADISO 1752.00
(published April 1958, Cornell Univ. Press)

Morris Copeland, FACT AND THEORY IN
ECONOMICS, edited by Chandler Morse 2288.00
(to be published, Cornell Univ. Press)

The small subvention listed above for the first item, Prof. Laistner's book, was an addition to a larger subvention approved by the preceding year's Committee. The small addition brought the Fund's total subvention of the book up to 80% of actual publication costs. In making this move, the committee agreed that no precedent was being established. That is, it must be understood that if actual publication costs exceed the estimate on which a subvention from the Fund has been approved, the excess will in general have to be borne by the publisher.

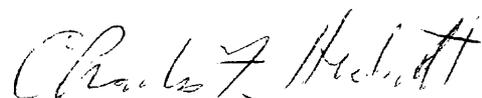
These commitments against available funds total \$11,630.38, leaving an uncommitted balance of \$195.18. This, added to the interest which becomes available on 30 June 1958, will constitute the available funds for the Committee's activities during 1958-59. The amount, \$195.18, can be compared with the uncommitted balance at the end of the preceding fiscal year, which was \$474.59.

The following remarks are not based on a canvass of the entire Committee, and so are only semi-official. I include them here because any dissenting member of the Committee can easily submit his own opinion as a rider to the annual report.

Considered one by one, the works so far subvented by the Hull Memorial Publication Fund since its establishment all seem eminently deserving of the support. We also believe that the wide array of fields represented by the subvented works is a merit; it has been the Committee's policy to interpret quite broadly the reference in Mary Josephine Hull's will to "liberal studies," on the assumption that there are few sharp lines of demarcation in the scholarly world.

We do regret, however, that so far our selection of works for subvention has been made from a stock of applications scarcely larger than the number approved. This may in one way be a healthy sign; it may mean that currently there is no dearth of outlets for scholarly publication. Even so, we do not think that the Faculty of Cornell University should think of the Hull Memorial Publication Fund as a "last resort," to which one turns only after all other possible means of publication have been explored. We urge all members of the Faculty to think of the Hull Fund whenever a manuscript in a possibly appropriate field is ready for publication. The Committee pledges serious consideration and prompt action in every case, so that if the author must turn elsewhere for publication he can do so with a minimum of delay.

Respectfully submitted,



Charles F. Hockett
Chairman, The Committee on The
Hull Memorial Publication Fund

Olin Hall
Room M
October 8, 1958

The meeting was called to order by the President at 4:30 p.m., with some 200 members present.

The minutes of the meeting of May 14, which had previously been distributed, were approved.

The President announced the deaths of the following members of the Faculty:

Helene Eliasberg, Professor of Clinical Pediatrics,
on December 16, 1957.

Frederick Z. Hartzell, Emeritus Professor of Entomology,
on June 13, 1958.

Jerome W. Sidman, Assistant Professor of Chemistry, on
June 21, 1958.

Theodor E. Mommsen, Professor of History, on July 18, 1958.

Halldor Hermannsson, Emeritus Professor of Scandinavian
Languages and Literature, on August 28, 1958.

Lewis Knudson, Emeritus Professor of Botany, on
August 31, 1958.

Nathan C. Foot, Emeritus Professor of Surgical Pathology,
on September 4, 1958.

Edward G. Misner, Emeritus Professor of Farm Management,
on September 20, 1958.

Harold E. Botsford, Emeritus Professor of Poultry
Husbandry, on October 4, 1958.

The Faculty rose in tribute to their memory.

The Dean called upon the Professor of Economics of the Household and Household Management, Jean Warren, newly elected Chairman of the Committee on the Economic Status of the Faculty, to communicate plans for early

investigations. Professor Warren reported that the Committee intended to concentrate its attention upon four issues:

1. Retirement benefits, conditions and age.
2. More efficient use of faculty resources, with the possibility of some contraction in staff that might be reflected in salary adjustments.
3. The extension of the health plan, now available to employees of the state colleges, to the endowed colleges.
4. Improvements in the tuition exchange plan for faculty children.

She requested further suggestions for investigation but none were offered.

The Associate Professor of English, Stephen Whicher, was asked by the Dean to bring to the attention of the Faculty the Woodrow Wilson Fellowships, of which more than a thousand are given for graduate work in natural sciences, social sciences and humanities. He urged that members of the Faculty make nominations of superior students who contemplate teaching for a career.

On behalf of the Committee on Calendar, Professor B. L. Herrington moved the adoption of its report and the five-year calendar for 1960-65 which had previously been distributed. The motion was seconded and carried.

The Dean called upon the chairman of the Faculty Council's Subcommittee on Student Affairs, Professor Damon Boynton, to report on a study it is making on the conduct of student affairs. After the initial period of self-education in which the Sub-committee met with groups of student leaders and the Vice President for Student Affairs, Professor Boynton said that the Committee had planned a hearing for

Wednesday, October 14, at 4:30 p.m., in Room M, Olin Hall, for Faculty discussion of the Deans' Report on Student Affairs and to receive suggestions on policy and mechanics in the area of student conduct and student activities. From the concensus of ideas of the faculty, students and administration, the Committee hoped to bring in its recommendations to the Faculty on November 12.

At this point, the President introduced the Vice President for Student Affairs, John Summerskill, who spoke briefly on issues currently receiving his attention. He enumerated (1) the need to coordinate the work of some eighteen student affairs offices on the campus; (2) better communication between administration in Day Hall and students; (3) efforts to bring about improvement in the academic climate; and (4) means to raise the level of extra curricular activities at Cornell. At the conclusion of his remarks, he was warmly applauded.

There being no further business, the meeting adjourned at 5:05 p.m.



Paul W. Gates
Secretary

CALENDAR OF CORNELL UNIVERSITY

	1960-61	1961-62	1962-63	1963-64	1964-65
Freshman Orientation Begins	Sep 16 F	Sep 15 F	Sep 14 F	Sep 20 F	Sep 18 F
Registration: New students...	Sep 19 M	Sep 18 M	Sep 17 M	Sep 23 M	Sep 21 M
Old Students...	Sep 20 Tu	Sep 19 Tu	Sep 18 Tu	Sep 24 Tu	Sep 22 Tu
Instruction begins at 1 pm....	Sep 21 W	Sep 20 W	Sep 19 W	Sep 25 W	Sep 23 W
Midterm grades due	Nov 9 W	Nov 8 W	Nov 7 W	Nov 13 W	Nov 11 W
Thanksgiving Recess:					
Instr. suspended, 12:50 pm.	Nov 23 W	Nov 22 W	Nov 21 W	Nov 27 W	Nov 25 W
Instr. resumed, 8 am	Nov 28 M	Nov 27 M	Nov 26 M	Dec 2 M	Nov 30 M
Christmas Recess:					
Instr. suspended 12:50 pm					
(except 1960 - 10 pm)					
Instr. resumed, 8 am	Dec 20 T	Dec 23 Sa	Dec 22 Sa	Dec 21 Sa	Dec 19 Sa
	Jan 4 W	Jan 8 M	Jan 7 M	Jan 6 M	Jan 4 M
Instruction ends.....	Jan 21 Sa	Jan 20 Sa	Jan 19 Sa	Jan 25 Sa	Jan 23 Sa
2nd term registration for					
students in residence.....	Jan 23 M	Jan 22 M	Jan 21 M	Jan 27 M	Jan 25 M

(OVER)

Calendar of Cornell University continued.....

	1960-61	1961-62	1962-63	1963-64	1964-65
Term examinations begin.....	Jan 24 Tu	Jan 23 Tu	Jan 22 Tu	Jan 28 Tu	Jan 26 Tu
end.....	Feb 1 W	Jan 31 W	Jan 30 W	Feb 5 W	Feb 3 W
Midyear recess.....	Feb 2 Th	Feb 1 Th	Jan 31 Th	Feb 6 Th	Feb 4 Th
	Feb 3 F	Feb 2 F	Feb 1 F	Feb 7 F	Feb 5 F
Registration for students not in residence for Fall Term	Feb 4 Sa	Feb 3 Sa	Feb 2 Sa	Feb 8 Sa	Feb 6 Sa
Instruction begins.....	Feb 6 M	Feb 5 M	Feb 4 M	Feb 10 M	Feb 8 M
Midterm grades due.....	Mar 25 Sa	Mar 24 Sa	Mar 23 Sa	Mar 28 Sa	Mar 27 Sa
Spring Recess:					
Instr. suspended, 12:50 pm..	Mar 25 Sa	Mar 24 Sa	Mar 23 Sa	Mar 28 Sa	Mar 27 Sa
Instr. resumed, 8 am.....	Apr 3 M	Apr 2 M	Apr 1 W	Apr 6 M	Apr 5 M
Instruction ends.....	May 27 Sa	May 26 Sa	May 25 Sa	May 30 Sa	May 29 Sa
Final Examinations begin.....	May 29 M	May 28 M	May 27 M	Jun 1 M	May 31 M
end.....	Jun 6 Tu	Jun 5 Tu	Jun 4 Tu	Jun 9 Tu	Jun 8 Tu
Commencement Day.....	Jun 12 M	Jun 11 M	Jun 10 M	Jun 15 M	Jun 14 M

Olin Hall
Room M
November 12, 1958

The meeting was called to order by the President at 4:30 p.m., with some 162 members present.

The minutes of the meeting of October 8, which had previously been distributed, were approved.

The President announced the deaths of the following members of the Faculty:

Allister H. Macmillan, Associate Professor of Sociology in Psychiatry, on August 13, 1958

George A. Everett, Emeritus Professor of Extension Teaching and Information, on September 15, 1958

Benjamin P. Young, Emeritus Professor of Zoology, on October 10, 1958

Earl Sunderville, Emeritus Professor of Veterinary Anatomy, on November 4, 1958

The Faculty rose in tribute to their memory.

The Dean announced that the first reading of the report of the Faculty Council on student affairs will be made at the regular December meeting of the Faculty and it will be acted upon at a special meeting in December.

The Dean called upon the William Nelson Cromwell Professor of International and Comparative Law, Rudolph B. Schlesinger, chairman of a subcommittee of the University Lecture Committee, to report on plans for a University Lecture on December 10. Professor Schlesinger announced that Isidor Isaac Rabi, Professor of Physics at Columbia University, will give a lecture in Bailey Hall on December 10 on "Science and National Policy", and on the following day he will participate in a round table discussion on Public Affairs.

The Director of the Division of Unclassified Students, Blanchard L. Rideout, was asked by the Dean to report on the success of the Division. Professor Rideout brought out that in the seven years the Division has operated, students have increased from 22 to 105. Its success with students, as revealed in the following statistics, made the Director's report optimistic but with restraint about present and future place of the Division. The salient facts in Professor Rideout's report are:

The Division functions through a full time Director and an Administrative Committee which aids in screening candidates for admission.

70% of the students come from Engineering.

10% from Arts.

95% of all the student hours are passed while in the Division.

80% are passed with a grade of 70 or better.

60% of the students are placed in different schools in Cornell from those in which they originally registered.

10% withdraw with a satisfactory record.

24% are dropped.

6% are denied transfer or withdraw prior to the completion of a term.

Of those admitted to other divisions in Cornell, 177 went to Arts, 32 to Industrial and Labor Relations, 24 to the Hotel School, 20 to Civil Engineering, 14 to Architecture, 10 to Mechanical Engineering and smaller numbers to five other divisions.

Statistics indicate that from one-half to slightly over two-thirds of those admitted from each of the several colleges succeed in making a transfer. The successful placement figure is 69% for Engineering Physics, 68% for Arts, 67% for Agriculture and I. & L. R., 65% for Electrical Engineering, 62% for Mechanical Engineering, 59% for Chemical Engineering, 54% for Civil Engineering, and 50% for Architecture.

This, the first report to the Faculty since the Division of Unclassified Students was placed on permanent status in 1955, was well received and warmly applauded.

The President delivered his annual State of the University Report. He referred to his Annual Report, previously printed, in which detailed information concerning the problems of the past year had been discussed and addressed himself more to future problems. Better coordination of long range planning activities would come, he believed, through the appointment of Vice President Zwingle as a coordinating officer who would work closely with faculty and administrative groups in this field. The University research library has first priority in fund raising and building plans and strong hope was expressed that it might be under way soon. The President spoke of other building needs for married and unmarried students, the School of Business and Public Administration, for Women's sports, and of plans for rehabilitating the buildings being vacated by the Engineering College. Other topics that came in for consideration included student numbers, tuition rate, more efficient use of the faculty, the need for better counseling, student attrition, and the need for careful consideration in selecting and promoting faculty members. He emphasized the need for research funds in areas not generally supported by government or foundations; spoke of problems indigenous to Cornell with its State-supported contract colleges; mentioned recent legislation that will relieve the University of the payment of excise taxes to the amount of \$100,000, and expressed optimism that tax exempt revenue bonds may be available to aid in the building of housing for students. The fraternity is being carefully studied in the hope of finding ways of making it contribute more constructively to the social and intellectual level of Cornell. The President commented on certain phases of the University and cultural life of the Soviet Union which he had recently seen and experienced, particularly the high position held by the University

professor. He concluded by expressing great confidence in the American system of higher education. At the conclusion of his remarks, the President was warmly applauded.

The meeting adjourned at 5:28 p.m.

A handwritten signature in cursive script that reads "Paul W. Gates". The signature is fluid and elegant, with a large initial 'P' and 'G'.

Paul W. Gates
Secretary

Olin Hall
Room M
December 10, 1958

The meeting was called to order by the Provost at 4:30 p.m., with some 140 members present.

The minutes of the meeting of November 12, which had previously been distributed, were approved.

There being no announcements, communications or unfinished business, the Dean called upon the Professor of Pomology, Damon Boynton, Chairman of the University Faculty Council's Sub-Committee on Student Affairs, to present its "Statement of Findings and Recommendations" and "Proposals for Faculty Legislation", which had been approved by the Faculty Council. Professor Boynton described the events leading to the final report of the Sub-Committee from the series of summer meetings of the University Deans, the appointment by the President of the Vice President for Student Affairs, discussions in the Faculty Council, the appointment of the Sub-Committee which met many times with Vice President John Summerskill, a student committee of seven, and an open hearing for Faculty members on proposals under consideration. He stressed that approval of both the principle and substance of the report had been given all along the line. He then outlined seriatim the major features of the proposals and asked for questions.

In the discussion that followed, a fairly wide range of questions were asked concerning the meaning of various sections and suggestions for change were proposed.

The Dean advised the Faculty that a special meeting would be held on December 17, at 4:30 p.m. in Olin Hall, for formal consideration of the Proposals of Legislation as approved by the Faculty Council.

The meeting adjourned at 5:47 p.m.

A handwritten signature in cursive script that reads "Paul V. Gates". The signature is written in black ink and is positioned above the typed name and title.

Paul V. Gates
Secretary

Olin Hall
Room M
December 17, 1958

The special meeting was called to order by the Provost at 4:30 p.m., with 103 members present.

The regular order was dispensed with and the Provost called upon the Dean who reported that the University Faculty Council had requested him to transmit to the proper authorities a protest against the proposed abandonment of passenger service on the Lehigh Valley Railroad. The Provost then read a letter that President Deane W. Malott had written to the officials of the Railroad in which he urged that passenger service not be abandoned and that at the least one train a day be maintained each way.

The Dean announced that at the January meeting he would bring in a proposal to move ahead the election procedure for membership in Faculty committees to the February and March meetings so that they could be combined with the election of members to the new committees provided for in the Report on Student Affairs.

The Dean called upon Damon Boynton, Professor of Pomology, and chairman of the University Faculty Council's Ad Hoc Committee on Student Affairs to present the Final Report of the Committee with its Statement of Findings and Recommendations With Respect to Student Affairs and proposed legislation, as approved by the Faculty Council. Professor Boynton described the final discussions of the proposed legislation in the Council, with student and faculty

groups and with the Vice President for Student Affairs and expressed the view that all interested parties in these discussions had expressed their approval of the legislation as it was now framed. He then read sections I and II of the proposed legislation and moved their adoption. A number of questions were asked after the second and when answered the question was called, the vote was taken, and the sections were adopted unanimously. Sections III, IV and V were similarly adopted unanimously. The vote for adoption of section VI was strongly carried with one audible dissent.

Professor Boynton then moved that the Faculty express its approval of the Statement of Findings and Recommendations. The question was called, the motion put and adopted with one dissenting vote. A copy of the Report, including the Statement of Findings and Recommendations and the legislation adopted by the Faculty, is appended to the official minutes.

The Vice President for Student Affairs, John Summerskill, expressed for himself, the administration and the faculty the warmest thanks and appreciation to the members of the Ad Hoc Committee, the various student committees, and the Dean for the very great amount of time they had devoted to the Report with its proposed legislation. The Susan Linn Sage Professor of Philosophy, Max Black, moved that the Faculty, in formal motion, express its thanks to the Committee for the hard and successful labor they had given to their work. The motion was seconded, strongly adopted and was followed by a vigorous applause for the members of the Committee.

The meeting adjourned at 5:15 p.m.


Paul W. Gates
Secretary

THE UNIVERSITY FACULTY

Office of the Dean

December 17, 1958

Final Report on Student Affairs
Including Findings and Recommendations (pages 1 to 7)
and Recommended Legislation (pages 8 to 12)

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Submitted to the University Faculty for its Action
on December 17, 1958

STATEMENT OF FINDINGS AND RECOMMENDATIONS
WITH RESPECT TO STUDENT AFFAIRS

Submitted to the University Faculty on
December 17, 1958 by the Faculty Council

Introductory Statement

In June 1958, the President of the University requested the Deans of the Undergraduate Schools and Colleges to make a study of the problems that had arisen concerning student conduct, and to develop recommendations for ways in which those problems could be solved. This study was made and a report transmitted to the President under date of August 1. Since then, the report has been called to the attention of the University community by the President and its observations and suggestions have been very favorably received.

Before the Deans began work on their report, the Board of Trustees created the post of Vice President for Student Affairs and the President appointed John Summerskill, Associate Professor of Clinical and Preventive Medicine to this position.

The new Vice President for Student Affairs, upon taking office in July, recommended an immediate moratorium on the enactment of further rules and regulations to control student activities, pending the development of new policies and procedures.

The Deans' Report suggested a general approach and guiding principles in the whole field of student affairs and then offered a group of procedural recommendations with respect to student conduct and to student organizations and activities. Finally, it suggested further study by faculty and student committees in order to arrive at definite conclusions about the recommendations.

In September, expressing his approval of the report, the President asked the University Faculty Council to undertake a study of student affairs based on the recommendations it contained. The Council agreed to do this with the understanding that its recommendations would be submitted to the Faculty for approval. The Council then authorized the Dean of the Faculty to appoint an Ad Hoc Committee on Student Affairs to make the study and prepare recommendations. At the same time, Vice President Summerskill appointed a committee of seven students to study the report, with the expectation that the student committee would keep in reasonably close communication with the Faculty Ad Hoc Committee.

The recommendations contained herein were originally prepared and submitted to the Council by its Ad Hoc Committee. Before drafting its recommendations, the Committee solicited and received suggestions from the Faculty at large, held a Faculty hearing, and met with and received written suggestions from members of Faculty and student organizations concerned with student affairs, keeping in contact with the Vice President for Student Affairs and with the committee of seven students appointed by him to study the Deans' Report. The Faculty Council Ad Hoc Committee is in

(See other side)

full accord with the statement of principles in that report, and has carefully considered all of its specific suggestions. We believe that these recommendations conform to the spirit of the Deans' Report and reflect the subsequent suggestions received from all parts of the University community.

The Present Procedures in the Management of Student Affairs

There is a long history of student self-government at Cornell. The Women's Self-Government Association, for instance, is one of a group of agencies which make and enforce rules and assign penalties among groups of students who live together. The Interfraternity Council and the Pan Hellenic Association have authority to make and enforce regulations pertaining to the membership of each group and they represent their membership to University authorities and to student government.

The Student Council, organized in 1915, is the principal agency by which the student body as a whole exercises the responsibilities of self-government. The Men's Judiciary Board, an agency of the Student Council, and the Women's Judiciary Board, created by the Women's Self-Government Association, act as the initial judicial agencies in cases of misconduct (except academic fraud), and in this capacity have earned the respect of the University community. The Student Council Activities Review Board, another arm of the Student Council, has performed in excellent fashion as an executive committee recommending recognition of student organizations and in scheduling of social events.

These agencies play an official part in University government in two ways. The Judiciary Boards exercise original jurisdiction granted by the Committee on Student Conduct. The Student Council Activities Review Board, acting for the Student Council, makes recommendations and provides important assistance to the Committee on the Scheduling of Public Events and the Committee on Student Activities. The Committee on Student Activities has existed in one form or another for 50 years or more and has been concerned with regulations in the area of student organization and activities.

In addition, the Office of the Deans of Men and Women cooperates in the guidance of student activities and student organizations and in the operations of the above mentioned Committees.

The present report recommends that this basic structure be maintained. It suggests, however, alteration in the constitution of certain of the agencies, in certain procedural matters, and in the chain of responsibility.

Basic Considerations

I. One of the primary observations made in the Deans' Report was that the University Faculty should be more significantly involved in the field of student affairs. In its consultations with representatives of the Student Body and of the Faculty, the Committee found general agreement with this observation.

II. Accordingly, the recommendations given herein are based on the President's decision to delegate to the University Faculty jurisdiction, as indicated in this report, over student conduct and the extra-curricular activities of students and student organizations. It is to be understood that the President will retain the prerogative of immediate suspension in serious cases of misconduct involving individual students or student organizations, pending action by the agency having initial jurisdiction in the matter.

III. It was the Deans' considered opinion that "the University cannot undertake to act in loco parentis, if this means maintaining concern for and supervision over all aspects of the student's life -- social, moral, and religious, as well as intellectual. The University should not attempt to spell out rules, regulations, and codes governing student behavior beyond the bare minimum necessary in any society". In its consultations the Committee found wide agreement with this statement. Consequently, it is concluded that students should have the maximum opportunity for self-government, with the guidance of the Faculty and the Administrative officers concerned with student affairs, and that the Faculty will agree to delegate authority to responsible student agencies for the management of their various affairs under the circumstances dealt with in this report.

IV. In the course of its studies, the Committee was impressed with the fact that the Office of the Deans of Men and Women must play an essential part in the successful day to day operation of student affairs. It is assumed that Activities Counselors on this staff will continue to work cooperatively with students in implementing University policy concerned with student organizations and activities. Furthermore, it is to be expected that under the leadership of the Vice President for Student Affairs, these offices will also devote major attention to the advising of student organizations and activities so that they can make a maximum contribution to the intellectual climate of the campus.

The Objectives and their Attainment

Unless an atmosphere of mutual confidence and willing cooperation pervades the relations of the Faculty, Administration and Student Body, no solution of the immediate problems of student conduct and student affairs, or of longer range problems in this area, can be expected from any new machinery that can be devised. Yet an appropriate allocation of responsibility among these segments of the University community, and the provision of effective means of communication and consultation, can do much to improve the present situation.

The Committee's recommendations are intended (1) to provide for effective cooperation of Faculty, Administration and students in dealing with the complex area of non-academic student affairs; (2) to clarify the responsibilities in this area that are appropriate to Faculty, Administration and students; (3) to insure that there will be responsible day-to-day operation of student extra-curricular activities and organizations;

(See other side)

and (4) to provide for a continuing cooperative effort to develop at Cornell a social climate that can best serve the paramount educational aim of the institution.

Although the institution of these changes in organization cannot assure the essential "climate of understanding, trust and mutual respect", alluded to in the Deans' Report, it is believed that the changes provide new opportunities for cooperative effort and eliminate sources of difficulty that now stand in the way of progress toward the solution of important student affairs problems. They must, in any event, be considered as steps toward the central objective and not as an end in themselves.

The Recommendations

I. It is recommended that there be established a new University Faculty Committee on Student Affairs (see Proposed Legislation, paragraph I) with a broad mandate to study all aspects of extra-curricular student life at Cornell and to develop positive measures for its improvement. This committee will be composed of six elected faculty members, the Vice President for Student Affairs, the Dean of the University Faculty, a member of the University Faculty Committee on Student Conduct appointed by that group, and two students selected by the executive agency of Cornell student government.

It is proposed that the new committee devote major effort to study and recommendations at the policy-making level. The Committee will complement such existing boards and agencies as the Board of Traffic Control, the Board of Student Health, the CURW Board, the Board of Managers of Willard Straight, the Board of Physical Education and Athletics and the Committee on the Scheduling of Public Events. On the one hand it can receive suggestions from and give support to recommendations by such bodies, and on the other, it should feel obligated to make constructive recommendations to them when occasion arises. In its associations with the University Administration, this Committee should take responsibility for recommendations in connection with problems of the physical plant, and in connection with problems of guidance and counseling of organizations and individuals, for example, as such matters influence student life. Finally, the Committee will act on behalf of the University Faculty in granting responsibility to the executive agency of a new Cornell student government concerned with student activities, and will receive recommendations from that group. Where legislation on matters of principle is required, the Committee will prepare it after due consultation with Faculty and student representatives and agencies.

The proposed structure and modus operandi of the Committee provides for appointment of sub-committees and study groups as required for the resolution of specific problems. It is anticipated that such sub-committees will include representatives from the various Faculty, Administrative and student groups whose experience and interests will contribute to the deliberations.

II. It is recommended that the University Faculty authorize the establishment of a new Cornell student government to whose executive agency will be delegated initial jurisdiction in the areas of student conduct and activities.

This executive agency of Cornell student government will be composed so as to be representative of the undergraduate student body. Two advisors appointed by the University Faculty Committee on Student Affairs from its elected members and two advisors appointed by the Vice President for Student Affairs from the staff of the Deans of Men and Women will assist this agency in the discharge of its responsibilities under this legislation.

At this time (12/15/58) a Student Committee on Reorganization of Student Government is at work, and it is expected that a new student government organization will emerge in place of the Student Council. Under these circumstances, it appears wise to give the new Cornell student government the opportunity to determine the permanent name of its executive agency, and the number and method of selection of its student members, within the broad stipulations of the Faculty legislation under II above. It is understood that the University Faculty Committee on Student Affairs will grant powers to this agency when it is satisfied that the new agency is able to undertake them.

It is intended that this agency will be granted authority to discharge most of the functions at present assigned to the Committee on Student Activities. It will determine the student agencies which will have initial authority in matters of student organizations and activities, and will review actions taken by them on the approval of student organizations, activities and events. It will work closely with all student organizations and activities in the development of satisfactory procedures and regulations and will make recommendations to and be consulted by the University Faculty Committee on Student Affairs in all matters requiring Faculty action.

It is expected that Faculty legislation in the area of student affairs will deal with matters of principle and with broad precepts, and that it will not be concerned with the detailed rules and regulations which are the special province of student government. Although the decisions of the student executive agency will be reviewed by the University Faculty Committee on Student Affairs, and appeals may be considered by the latter body, it is assumed that in practically all cases, the action by the agency will be final. If, after review and subsequent consultation, the University Faculty Committee on Student Affairs finds itself unable to come to agreement with the executive agency of Cornell student government, the matter at issue will be referred to the University Faculty for final resolution.

The presence of advisory members from the offices of the Deans of Men and Women assures communication between the students and Administration in all deliberations of the agency.

It is recognized that the degree to which responsibility for supervision and regulations of student activities can be handled successfully by students depends on the capacities of their organizations. The Committee believes that student organizations should be encouraged to

(See other side)

assume greater self-government responsibilities as they develop the capacity to accept them. There is at present a well defined system under which student organizations perform functions in the management of student activities. The success of this system, in the Committee's opinion, justifies the delegation to the above executive agency of student government responsibilities for the review of initial actions in the area of activities and organizations taken by the various student groups now exercising authority.

III. It is recommended that there be established a new University Faculty Committee on Student Conduct. (See Proposed Legislation, paragraph III). This Committee will be composed of eight elected members of the University Faculty and two appointed members, one of whom shall serve as Executive Secretary. The Proctor and the Staff Advisors to the Men's and Women's Judiciary Boards shall serve as consultants to the Committee. It is expected that the Executive Secretary will, in cooperation with the Proctor, prepare all cases, represent the Committee in dealings with students and parents and keep complete records of all proceedings.

It is expected that the University Faculty Committee on Nominations will devote particular attention to the qualifications needed in members of the University Faculty Committee on Student Conduct, consulting the chairman of that Committee, the Dean of the University Faculty and the Vice President for Student Affairs in the preparation of each slate of nominees, and taking into consideration the value to the committee of at least one member with an intimate knowledge of legal procedure.

Although no students will be members of this Committee, it is anticipated that representatives of the Men's Judiciary Board and the Women's Judiciary Board familiar with the cases under consideration will be invited to attend hearings as advisors and also that other advisors may sit with the Committee in accordance with the needs of its agenda.

The organization of this Committee is intended to provide through the Executive Secretary a means for relieving the Chairman of much of the business and correspondence that have been his responsibility in the past.

The Committee believes that the new University Faculty Committee on Student Conduct should concentrate its attention on matters of judicial review and that it should be relieved of irrelevant burdens, such as consideration of "hardship cases" appealed from decisions of the Board of Traffic Control. The Committee believes also that such a judicial review body must determine its own procedures. Thus it will be within the discretion of the Committee on Student Conduct to determine the cases (considering the nature of the offense charged and the danger of an erroneous determination of guilt) in which representation before the Committee or before any student judiciary agency, by counsel or by a faculty advisor or other advisor, or by other representative of the student's choice, shall be permitted. Likewise, determination of the conditions under which character witnesses are appropriate will rest with the Committee on Student Conduct. The responsibilities of the Committee

will be to establish a machinery by which misconduct of individual students (except in cases of academic fraud) may be dealt with promptly and decisively with assurance that the welfare of the University and the rights and prerogatives of all concerned are protected. In doing this, the Ad Hoc Committee proposes to use the chain of responsibility by which student self-governing agencies have been handling these problems, with continued assurance that the University Faculty can maintain general supervision of the judicial process.

The Committee proposes that decisions of the University Faculty Committee on Student Conduct will be considered final. Under extraordinary circumstances, however, the University Faculty Council may consent to hear an appeal from the decision of the University Faculty Committee on Student Conduct. If it does so, the decision of the Council following its review of the case will be considered final. Also, under such circumstances, the Committee may consent to review a case if requested to do so by a member of the Faculty or of the Administration.

It is understood that, as is now the fact, University judicial procedures will not begin until civil authorities, if they are concerned, have disposed of a case.

In order that the University Faculty may be kept constantly aware of its responsibility in the area of student conduct it is recommended that this Committee report annually to the University Faculty.

LEGISLATION CONCERNING STUDENT AFFAIRS PROPOSED BY THE UNIVERSITY
FACULTY COUNCIL

Be It RESOLVED, That

- I. The University Faculty establish a University Faculty Committee on Student Affairs with the following functions and membership:

Functions:

1. To carry on a continuing study of student life outside the classroom, and on the basis of such study to encourage extra-curricular programs which are favorable to the development and maintenance of a stimulating spirit of learning.
2. To work closely with the Vice President for Student Affairs.
3. To create its own internal organization and to appoint sub-committees and study groups as needed for specific purposes. (It is intended that such sub-committees make effective use of faculty, administration and student participation).
4. To review on a regular basis actions and reports of the executive agency of Cornell student government; to request the agency to initiate studies or actions on matters within its responsibility; and to refer to the University Faculty for final resolution questions at issue between the agency and the University Faculty Committee on Student Affairs.
5. To propose to the University Faculty legislation concerned with student affairs. It is intended that any legislation on student affairs which is proposed to the University Faculty by the University Faculty Committee on Student Affairs

will be concerned with matters of principle and not with detailed rules and regulations and that in its preparation careful consideration will be given to recommendations by the executive agency of Cornell student government. It is also intended that the Faculty will be advised of the recommendations by that agency at the time that it acts upon pertinent legislation.

6. To report annually to the University Faculty.

Membership:

Voting: Six (6) members of the University Faculty elected by the Faculty for three year staggered terms.

Three (3) ex officio members:

The Vice President for Student Affairs.

The Dean of the University Faculty.

A member of the University Faculty Committee on Student Conduct chosen by that committee.

Non-voting: Two students selected by the agency.

The Chairman and Secretary shall be elected annually by the Committee from among the elected members of the Committee.

- II. The University Faculty authorizes the establishment of a new Cornell student government to which shall be delegated initial jurisdiction in the area of student activities. The new Cornell student government shall create an executive agency in the area of student activities, composed so as to be representative of the undergraduate student body. The agency shall include four non-voting members: Two (2) advisors appointed annually by the University Faculty Committee on Student Affairs from its elected members and two (2) ~~members of the staff of the Deans of Men and Women appointed by~~

the Vice President for Student Affairs. The University Faculty Committee on Student Affairs will act on behalf of the Faculty in determining the time and circumstances under which the delegation will be placed in effect. (See I, 4).

The responsibilities delegated to the executive agency of Cornell student government are as follows:

1. To determine the student organizations which will have initial jurisdiction in matters of student organizations and activities.
2. To review actions by those organizations in such matters as approval of student organizations and activities, registration of student social events, and approval of student-sponsored public events.
3. To review and approve or disapprove recommendations made by student organizations and self-governing agencies concerning rules and their enforcement; to request such organizations to formulate or revise rules, when appropriate; and to provide rules for student events or activities which are not under the jurisdiction of recognized student organizations or student self-governing agencies.
4. To create its own internal organizations, appointing sub-committees as needed for specific purposes.
5. To report regularly to the University Faculty Committee on Student Affairs, making recommendations whenever desirable.
6. In extraordinary circumstances to appeal to the University Faculty actions of the University Faculty Committee on Student Affairs.

III. The University Faculty establish a University Faculty Committee on Student Conduct with the following functions and membership:

Functions:

1. To recognize student judiciary agencies to which initial jurisdiction for student conduct matters will be delegated.
2. To review decisions of all recognized student judiciary agencies.
3. To adjudicate in first instance student conduct cases which arise in areas where no student judiciary agency exists.
(For example, cases involving students from graduate and professional schools.)
4. To develop procedures and a body of precedent for its own guidance and that of other relevant agencies.
5. To make recommendations in the area of student conduct to the University Faculty Committee on Student Affairs, and to the University Faculty.

When new evidence becomes available or under other extraordinary circumstances, the University Faculty Committee on Student Conduct may consent to reconsider a case. Decisions of the University Faculty Committee on Student Conduct are to be considered final in most instances. Under extraordinary circumstances, however, the University Faculty Council may consent to hear an appeal; if it does so, the decision of the University Faculty Council will be final.

6. To report annually to the University Faculty.

Membership:

Elected: Eight (8) members of the University Faculty elected by the Faculty for four year staggered terms (with provision for renomination).

Appointed: Two (2) members from the Administrative staff appointed by the Vice President for Student Affairs, one of whom shall be Executive Secretary of the Committee, assuming its administrative responsibilities; for example, acting in liaison with students and parents and keeping records of all decisions.

All members shall have the vote. The Chairman shall be elected annually by the Committee.

The Proctor and the Staff Advisors to the Men's and Women's Judiciary Boards shall serve as consultants to the Committee.

In addition, representatives of student judiciary agencies will be invited to attend meetings in which their decisions are in review.

The University Faculty legislation in conflict with items I, II and III above, be hereby rescinded.

- V. The University Faculty instruct the newly constituted University Faculty Committee on Student Affairs and the executive agency of the Cornell student government to report to the President, the University Faculty, and the Student Body at the earliest feasible date but no later than February 1, 1961 on the effectiveness of the recommendations adopted at this time.
- VI. The Faculty, Administration and Cornell student government proceed with nominations, elections and appointments to the new committees so as to permit them to start work on February 1, 1959 or as soon thereafter as possible.

Olin Hall
Room 11

14 January, 1959

The meeting was called to order by the Provost at 4:30 p.m., with 82 members present.

The minutes of the regular meeting of December 10 were approved as distributed to members of the Faculty and the minutes of the special meeting of December 17 were approved as distributed subject to the following corrections: In paragraph 4, line 5 from the bottom, insert "III, IV and V" after "sections I and II", and in the same paragraph, line 2 from the bottom, substitute "motion" for "vote".

The Provost announced the deaths of the following members of the Faculty:

Robert Matheson, Emeritus Professor of Economic Entomology,
on December 14, 1958.

Fred J. Spry, Emeritus Professor of Civil Engineering,
on December 17, 1958.

The Faculty rose in tribute to their memory.

The Dean called attention to the statement of the Committee on Nominations requesting suggestions for various offices and membership on committees and stated that the deadline for receiving suggestions was January 24 instead of January 31.

On behalf of the Committee on the Scheduling of Public Events, its Chairman, Professor H. S. Tyler, presented the following resolution and moved its adoption:

Resolved that the University Faculty, the Board of Trustees concurring, designate Saturday, May 16, 1959, as Spring Day, a University Holiday, and instruct the

Committee on Registration and Schedules to schedule evening hours which members of the Faculty may use for classes and laboratory periods which are normally scheduled on that day.

The resolution was adopted.

The Provost called upon Vice President J. L. Zwingle, Coordinator of Long Range Planning, to present an interim report on planning and development. This interim report is filed with the official minutes of the Faculty and copies will be distributed later to the Faculty.



Paul W. Gates
Secretary

CORNELL UNIVERSITY
Ithaca, New York

Report to the University Faculty
by Vice President J. L. Zwingle,
on January 14, 1959

About a year ago I gave a brief report to the University Faculty in which there was mention of a survey of fund-raising potential to be conducted by a professional firm. The purpose of this survey was to produce data upon which the administration and trustees could decide the timing of certain promotional activities with general reference to 1965 as the centennial year of the chartering of the University. The firm has made its report and the Executive Committee of the Board of Trustees has reviewed the findings and recommendations. There is nothing further to report now beyond the fact that the trustees have authorized the President to negotiate further with the firm which made the survey for continuing professional services to the University.

I have had the temerity to propose that activities in the area of planning and development be reported regularly to the University Faculty. We shall attempt from month to month to bring you current reports on different aspects of this whole area and will regularly invite your comments and questions. I stop short of saying that we invite your criticism. We are already in good supply.

Planning and development are terms which go naturally together. Neither activity can work well without the other. The fact is, however, that something called "university development" has grown up in this country within the past decade but it has seldom been attached to anything worthy of the term "planning." In general, planning has consisted of a catalog of the most urgent needs combined with certain rosy fantasies. Development has come to mean fund-raising. Precisely in this inverse manner we at Cornell have thus far concentrated on fund-raising and have done reasonably well, though not as well as we should. As a corollary we have been working on a program of alumni relations and a program of publicity.

We have three offices which work away at the general field of "good will" and "exploitation," meaning public relations and fund-raising. There offices are the News Bureau, the Alumni Office and the Development Office. I have distributed a page, listing the functions of these offices and their relations to my own office. Also in your hands is a page listing the staff associated with each of these offices. I shall not belabor you with detail about any of these but if you have questions about them, you will have some time later on.

Now, just to be consistent in our inconsistency, I shall defer my few remarks on university planning until the last. For the moment let me direct you to certain general information about American philanthropy and about the financing of independent colleges and universities.

In 1956-57, 910 colleges and universities reported gifts totaling nearly \$833,000,000.

Sixty-five major private universities received \$385,000,000, or nearly half the total reported.

Four of these institutions received more than \$20,000,000 each.

Nearly 40 percent of the \$833,000,000 was given by foundations in a total of \$320,000,000. Business corporations contributed \$77,000,000.

Bequests accounted for nearly \$75,000,000.

Alumni annual giving totaled nearly \$63,000,000.

For 1958, a different kind of compilation has been published.

Total philanthropy for the calendar year 1958 is estimated at \$7.1 billion dollars compared to \$6.7 billion dollars in 1957.

Of this total, religious organizations received the largest single amount: \$3.6 billion, an increase of \$2,000,000 over the previous year.

Educational institutions received \$.775 billion in 1958, as against \$.600 billion for 1957. Health and welfare organizations received \$.443 as against \$.434.

Of the total estimated \$7.1 billion received in 1958, individual gifts accounted for \$5.6.

Corporations accounted for \$525,000,000 as against \$418,000,000 for the previous year.

Just here I should like to direct your attention to the mimeograph materials which have been attached to this statement and which shed further light on certain aspects of the Cornell situation itself. (At this point the Vice President introduced Mr. Walter G. Bruska, who made a brief presentation of the Bequest Program. Mr. Bruska's comments are also attached to this statement.)

* * * * *

Now with these facts in mind let us turn to the more general question of long-range planning at Cornell.

The proper starting point for long-range planning in the University is the academic program. And the proper starting point for long-range planning in the academic program is the broad concept of educational results the faculty intends to produce. And the proper starting point for defining this educational result is a matter of judgment on a most complex problem:

For this decade, or two decades, what is the proper balance between fundamental and topical studies? For this University, what is the correct balance between undergraduate and graduate study? For this faculty, what the correct balance between teaching and research? What is, for this faculty and student body, the correct set of demands for intellectual performance? And so it goes until we ultimately ask what components of people, facilities, money, and circumstance would produce the ideal relationship between teacher and student, the ideal common aspiration of teacher and student, the model of the perfect Cornellian of 1960?

To these and like questions there are probably as many answers as there are individuals within the Cornell community -- not quite, really; though at times one feels that there are more opinions than people.

But planning has many aspects, too many for our discussion today. For the moment I wish to content myself with a few simple comments. First, that I have no illusion that a single person with the responsibility for coordinating university planning is thereby enabled to, or entitled to, or even charged with producing the answer to all questions, either practical or hypothetical. If such a thing were possible, this individual at best would be sympathetic to all views, no matter how divergent, and yet able to elicit from all groups recommendations which would represent the best judgment of the best minds. The imperfections of life and people being what they are, it is more practical to recognize that even coordinators have biases which must be suppressed both by internal control and external pressure; but that more important, the coordinator is likely to succeed if he knows where all the bases are.

The analysis of program and the projection of goals at Cornell is not on dead center. Two years ago the deans of the colleges met on alternate weeks to present to each other a statement of financial requirements projected for five years -- and then extended to 1965.

Each month for more than a year various deans and other officials have met with the Administrative Board of the Cornell University Council to present a careful statement on the status and outlook of his program. These statements have been distributed regularly to the entire membership of the Council.

Each year the Council and Trustees at the fall meeting have been given pretty solid fare in the presentation of the academic program of the University.

I must now endeavor to produce by next September a draft statement of university objectives with full financial implications. This task involves close work with the Faculty Long-range Planning Committee, the Deans of the Colleges, the central Administration, and occasionally with others. In the meantime we shall pursue the financing of all the validated projects: first of all, of course the library. In a tie for second place are three facilities for science and engineering -- the enlargement of space for Physics and Zoology; and the construction of the double core nuclear reactor. In a different category are two other facilities urgently needed: new space for Business and Public Administration and a facility for women's sport activities.

Surrounding all of this is the question of adequate space for the departments of the College of Arts and Sciences. Altogether these facilities alone require about \$20,000,000, all of which is overdue.

In the meantime, we have a need for improvement both in salaries and in student aid which we roughly estimate at \$50,000,000 in capital funds.

At the same time there are current questions bearing simply on sound administration. These questions must be answered before a long-range plan can have a solid base:

1. Is Cornell making the best possible use of available space?
2. Is the attrition rate among students unreasonably high, if so, what should be done about it?
3. Are we wasting manpower?

In short, are we now doing a thorough job with what we have? To procure careful answers to these questions we are asking help in initiating sample studies.

As for future plans, the principal thing for everyone to remember is that the institution is something in being, something which cannot be stopped and started all over again. What we shall be is already partially determined by what we are. Institutional habits do not change easily.

It is also salutary to know in advance that plans are made only to be revised and that the large benefit comes from the making and the revision. And last, that in the long run, the greatness of Cornell depends largely on the kind of questions with which we choose to confront ourselves and the seriousness with which we seek the answers.

J. L. Zwingle

STAFF ORGANIZATION, DEVELOPMENT AREA

Vice President

1. Coordination of general University Planning (with Provost and Executive Assistant to the President).
2. Faculty Liaison through Deans regarding Planning and Development.
3. Co-ordination of Alumni Office, News Bureau and Fund Offices, and Development of Major Policy Recommendations affecting these three areas.
4. Work with Cornell University Council (Executive Director).
5. Liaison with Board of Trustees regarding Development.
6. Cooperation with President on contact with major donors.
7. Special events.

General Alumni Secretary

1. Staff work with Board of Directors, Alumni Association.
2. Staff work, Federation of Men's and Women's Clubs.
3. Leadership recruitment and training for Local Club Program and Class organization.
4. Planning and direction of Reunion Programs.
5. Maintenance of charts indicating weekly and monthly status of alumni activity in all respects.
6. Maintenance of alumni address lists and biographical files.

Director of News Bureau

1. Production of routine publicity: newspapers, magazines, radio.
2. Production of television coverage through films, interviews, features.
3. Editorial supervision of University Announcements.
4. Development of promotional literature; co-ordination of publications.
5. Assistance in special events.
6. Co-ordination of Public Information activity for total University.
7. Information and assistance to Alumni Club Publicity Committees.

Director of Development

1. Staff supervision, all fund-raising activities:
 - a. Annual Giving
 - b. Bequest Program
 - c. Corporation Program
 - d. Law Fund
 - e. Parents' Fund
 - f. Special projects
 - g. Miscellaneous
2. Maintenance of VIP File.
3. Project file.
4. Maintenance of Gift Records and acknowledgments.

LIST OF PERSONNEL
IN
UNIVERSITY DEVELOPMENT

DEVELOPMENT OFFICE

Director -- William V. Nixon
Assistant Director -- Walter G. Bruska

Alumni Annual Giving -- Joseph D. Minogue
Frank R. Clifford
Raymond L. Handlan
W. Barlow Ware -- Museum Associates
Library Associates

Bequest Program -- Walter G. Bruska

Law School Fund -- Walter G. Bruska

Corporations -- Richard T. Cliggott

Engineering Development -- William V. Nixon
Richard Ehret

Medical College -- William V. Nixon

Records and Research -- Robert A. Saunders

Bailey Hortorium)
Cornell United Religious Work)
Cornell Plantations (F. Weston Prior
Parents' Program)
Veterinary Virus Research Laboratory)

NEWS BUREAU

Director -- John Mason Potter
Assistant Director (Science News) -- Henry W. Pierce

News Writer -- Miss Mary J. Kelly
Editor of University Announcements -- Miss F. L. Schmidt
Editor and Copy Writer (Special Brochures) -- Mrs. Jennie Farley

ALUMNI OFFICE

General Alumni Secretary -- H. Hunt Bradley
Associate Alumni Secretary (Clubs) -- D. Harvey Krouse
Associate Alumni Secretary (Classes) -- James R. West
General Alumnae Secretary -- Pauline Schmid

Ranking of Fourteen Universities
as to 1957-58 Gifts by Type of Donor
(Shown in Millions)

	<u>Individuals</u>	<u>Estates & Trusts</u>	<u>Industry & Business</u>	<u>Foundations</u>	<u>Total*</u>	<u>USPHS & NSF</u>
1.	Yale	\$19.4 NYU	\$9.1 MIT	\$2.7 Chicago	\$8.2 Harvard	\$30.4 Columbia
2.	Harvard	15.5 Harvard	4.8 Chicago	2.4 Pittsburgh	4.57 Yale	29.3 Harvard
3.	NYU	3.5 Penn	3.7 NW	1.78 Cornell	4.56 NYU	19.1 J. Hopkins
4.	Cornell	3.0 Yale	2.9 Yale	1.74 Yale	4.1 Chicago	13.3 Yale
5.	Penn	2.8 Cornell	2.3 Harvard	1.72 Columbia	3.7 Cornell	11.69 NYU
6.	Princeton	2.7 Stanford	2.2 Cornell	1.72 Harvard	3.63 Penn	11.62 Chicago
7.	Stanford	2.1 Columbia	2.1 NYU	1.67 NYU	3.61 Columbia	10.4 Penn
8.	Columbia	1.9 California	1.6 Stanford	1.6 Penn	3.4 California	10.3 Stanford
9.	California	1.7 J. Hopkins	1.2 Penn	1.5 California	3.1 Stanford	8.7 Cornell
10.	MIT	1.5 MIT	.9 Columbia	1.1 Stanford	2.5 Pittsburgh	7.7 NW

* Total - not including USPHS and NSF

CORNELL UNIVERSITY
Ithaca, New York

ANALYSIS OF ALUMNI ANNUAL GIVING
By School or College
1957-58

<u>School or College</u>	<u>Estimated Total Alumni</u>	<u>% of Total</u>	<u>No. of Donors</u>	<u>% of Total</u>	<u>Total Dollars</u>	<u>% of Total</u>
UNDERGRADUATE						
Agriculture	12,000	12.9	2,003	12.1	\$ 62,410.48	7.8
Architecture	1,950	2.1	396	2.4	14,821.36	1.9
Arts & Sciences	30,000	32.4	6,034	36.6	266,533.09	33.3
Education	977	1.1	0	0	0	0
Engineering	18,427	19.9	4,975	30.1	362,975.49	45.4
Home Economics	4,544	4.9	1,263	7.7	12,994.67	1.6
Hotel	2,500	2.7	369	2.2	10,322.21	1.3
I & L R	1,100	1.2	184	1.2	2,256.35	.3
UNDERGRADUATE TOTALS	71,498	77.2	15,224	92.3	\$ 732,313.65	91.6
GRADUATE						
B & P A	570	.6	6	-	\$ 60.00	-
Graduate	11,000	11.9	24	.1	1,020.50	.1
Law	3,578	3.9	560	3.4	43,000.25	5.4
Medical	3,000	3.2	358	2.2	18,599.94	2.3
Nursing	800	.9	50	.3	290.50	-
Nutrition	100	.1	1	-	10.00	-
Veterinary	2,052	2.2	276	1.7	4,957.95	.6
GRADUATE TOTALS	21,100	22.8	1,275	7.7	\$ 67,939.14	8.4
GRAND TOTALS	<u>92,598</u>	<u>100.0</u>	<u>16,499</u>	<u>100.0</u>	<u>\$ 800,252.79</u>	<u>100.0</u>

January 1959

2907

Olin Hall
Room H
18 February, 1959

The meeting was called to order by the President at 4:30 p.m., with 111 members present.

The minutes of the meeting of January 11 were approved as distributed with the call of this meeting.

The President announced the death on February 12, 1959 of Eugene F. DuBois, Emeritus Professor of Physiology, Cornell Medical College.

The President made an informal report on the state of the University. He mentioned the major building projects shortly to be undertaken; brought out that tuition and fees pay approximately the same proportion of the cost of instruction as they did in 1934-35; and showed that the amounts spent for (1) instruction, library and scholarship aid, (2) administration and general services and (3) plant operation vary only slightly from the amounts proportionately spent for these items in 1934-35. The President stated that studies are currently being made of the possibility of linking a major fund raising campaign with the centennial celebration of the founding of Cornell University.

On behalf of the Committee on Nominations, its Chairman, Professor Frederick H. Stutz, presented a slate of nominations for Faculty Trustee, and for membership on the Faculty Council and eight committees, which had been distributed with the call of the meeting. There being no other nominations, Professor Stutz moved the acceptance of the slate of nominations and that it be transmitted to the Committee on Elections. The motion passed without opposition.

Vice President J. L. Zwingle introduced Mr. Walter C. Bruska and Mr. Joseph D. Minogue who described the operations of the Cornell Fund. A summary of the remarks with respect to the Cornell Fund is attached.

The meeting adjourned at 5:25 p.m.

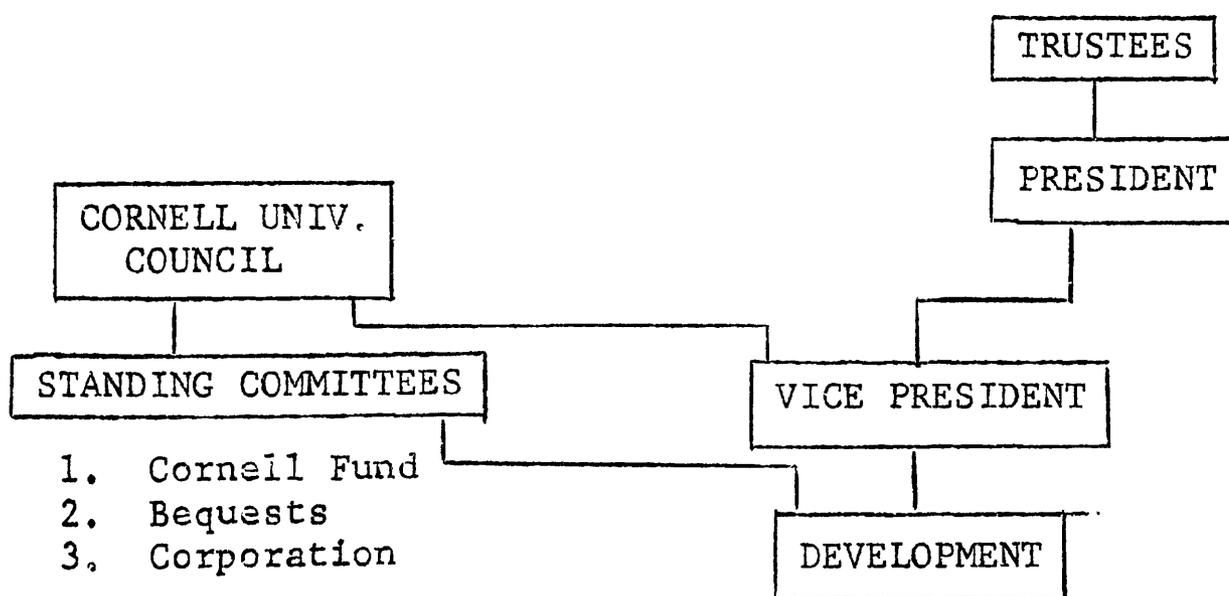
A handwritten signature in cursive script, appearing to read "Paul W. Gates".

Paul W. Gates
Secretary

Remarks by Walter G. Bruska, Assistant Director of Development

In the last ten years, American philanthropy has grown by leaps and bounds. In 1950, a total of 4.1 billion dollars was given away by the American public; last year, the total was about 7.1 billion. Forty-one million volunteers helped raise this money. About 12 per cent of this staggering total went to education; of that portion, higher education received 775 million. Cornell got \$11,690,000.

An important part of our fund raising effort at Cornell is the drive for unrestricted gifts. Before I get into that, though, I would like to show you how the University Development Office fits into the overall organization of Cornell.



The Development office is responsible for all unrestricted annual giving programs. These have been lumped together under one name: THE CORNELL FUND. The member funds and their goals for 1958-59 are:

Alumni Annual Giving	\$900,000
Cornell Plantations	8,000
Cornell Law School Fund	60,000
Cornell United Religious Works	25,000
Library Associates	5,000
Medical College Alumni Fund	25,000
Museum Associates	2,000
Parents Program	40,000

In the past, our main effort has been directed at Alumni Annual Giving. Now, we have widened our scope to include all the unrestricted annual giving programs. Class goals are based on the total Cornell Fund; class credit is given for all gifts to any part of the Fund.

The program has two main phases of operation. First the Leadership Gift phase which we carry on in the fall of the year and second, the Class program which is carried on in the Spring.

Our Leadership Gifts phase is aimed at those alumni, parents, and friends who have been identified as being able to contribute \$100 or more annually. The Leadership Gifts program is set up on a regional basis. This past year we had committees organized in 68 cities across the country. Each staff member was assigned to a specific number of these cities. We visited 51 of these cities personally to assist the local committees in setting up a program of solicitation. In the remaining 17 cities the committees were serviced entirely by mail.

This past fall we visited each of these cities two times. The first visit in early September was to sit down with the local Leadership Gifts Chairman and any local alumni he selected for the purpose of reviewing the entire list of area alumni and parents to identify Leadership Gifts Prospects. Through this method we established a list of 6,520 Leadership Gifts Prospects. Our second visit was to assist the local chairman with the kick-off meeting for the solicitation campaign. Here we were rather fortunate for in a number of places faculty members, Trustees and top alumni agreed to participate in these meetings to speak about the importance of higher education, the job Cornell is doing, and the value of alumni support. We were able to have such speakers at about 20 of these meetings.

It is interesting to compare some figures for the past three years of the Leadership Gifts Program.

	1956-57 <u>(as of Jan. 14)</u>	1957-58 <u>(as of Jan. 31)</u>	1958-59 <u>(as of Jan. 31)</u>
No. of prospects	3,341	3,034*	6,520
No. of donors	513	881	1,777
Dollars	\$123,363.89	\$137,128.96	\$337,737
No. of Chairmen	56	60	68
No. of Workers	329	421	551

* Approximately 1,300 prospects were removed from the Leadership Gifts Program as they were being contacted for Leadership Gifts through the Engineering Development Program.

Now I would like to turn this over to J. D. Minogue. Joe is the Director of Alumni Annual Giving, the largest of the Cornell Fund Programs. He is also responsible for organizing the Class solicitation, which he will describe to you.

Remarks by Joseph D. Minogue, Director, Alumni Annual Giving

Alexander White, general chairman of the current Harvard campaign, has pointed out that raising money is something like getting milk from a cow. You can't write a cow a letter, call her on the telephone, or send her a telegram. You have to sit down beside her and go to work. That basically is the purpose of the class fund-raising organization at Cornell, to go to work and build a habit of annual unrestricted giving to the University.

Last year during the period of class solicitation from April 1-June 15 there were over 2,500 alumni volunteers who worked on this program for Cornell. As a result of their efforts 17,538 alumni gave \$902,638 to the University through the Cornell Fund. This amount takes on added significance when you realize it is the equivalent of annual income, figured at 5% from 18 million dollars of endowment. This year the Cornell Fund has a goal of \$1,065,000 and assuming that it will be successful, will produce the funds equivalent to the income from 22 million dollars of endowment, which is equal to 27% of the total permanent endowment of Cornell. It is for this reason that unrestricted annual giving has been called a "living endowment".

The most important person and the prime mover in the class fund-raising organization is the Class Representative. Each class has two Class Representatives -- one man and one woman. The Class Representative is responsible for organizing and directing the Cornell Fund Program in his or her class. The male Cornell Representative works only with the men of his class, and the woman Class Representative works only with the women of the class.

The primary job of a Class Representative is to secure 13 Regional Chairmen, one for each of the 13 regions that the country has been divided into for the purpose of this program. These Regional Chairmen in turn secure a number of Area Chairmen and Class Committeemen, based on the number of prospects in their area. As a general rule of thumb, a Class Committeeman is not asked to call on more than 10 classmates.

The campaign is kicked off with a meeting for all Class Representatives in New York City in mid-January. From then until the campaign is completed on June 15th, the Class Representative works closely with the University staff in Ithaca. There is constant communication between the staff men and the Class Representatives as the campaign is conducted. At the present time the members of the Development staff have the following assignments: Frank Clifford of the Class of 1950, works with the men's classes from 1900 to 1932; Barlow Ware of the Class of 1947, works with the men's classes from 1933 to 1949 and the women's classes from 1907 to 1949; and Ray Handlan of the Class of 1953, works with the men's and women's classes from 1950 to 1958.

During the course of the class campaign 5 mailings are made from Ithaca direct to the class prospects in order to supplement the efforts of the class committees. The Development Office handles the preparation, printing, collation and mailing of these pieces.

Also furnished from Ithaca are printed instructions to the Chairmen and Committeemen on how to do their job, together with the necessary materials.

Starting March 1 and continuing through the end of the drive on June 15 a progress report is sent to all workers every 2 weeks including a report of all the gifts and pledges received from members of his particular class during that 2-week period.

The Class Representatives biggest job is to generate and maintain momentum in the class program. To serve as a guide an action schedule is drawn up before the campaign which goes like this:

- | | | |
|------------------------|----|--|
| January 15-February 15 | -- | Class Representative secures 13 Regional Chairmen. |
| February 15 - April 1 | -- | Class Representative follows up Regional Chairmen to see that Chairmen secure a sufficient number of Area Chairmen and Class Committeemen. |
| April 1 - June 15 | -- | Active solicitation by Class Committee. |

The method of solicitation used by the class committees is the tried and true fund-raising technique of "somebody talking to somebody and asking for some money". Where time or distance make a personal visit impossible, then the telephone or a personal letter

To summarize the greatest usefulness of the class fund-raising committees, I am going to quote one of the first known statements relative to the value of alumni giving to a University as made by Dr. Andrew D. White, the first president of Cornell University and a distinguished alumnus of Yale, in his President's Report of 1880. Here is President White's thinking on fund raising:

"It will attach the alumni to the University as nothing else could, for, by a subtle principle in human nature, men care more, as a rule, for those whom they have benefited than for those from whom they have received benefits, and the alumni will prove no exception to the rule; they will be far more deeply attached to the University when they shall have bestowed something upon her besides criticism."

This states clearly the greatest value of the class fund-raising committees -- to increase the interest and the affection of the alumni for their University.

Added for your information:

THREE YEAR RESULTS OF CORNELL FUND PROGRAM

<u>Fund</u>	<u>1955-56</u>		<u>1956-57</u>	
	<u>Donors</u>	<u>Dollars</u>	<u>Donors</u>	<u>Dollars</u>
Alumni Annual Giving	15,938	\$601,736	15,527	\$707,588
Cornell Plantations	-	490	17	554
Cornell United Religious Works	-	795	56	726
Law School Fund	963	41,250	941	46,357
Library Associates	-	1,610	173	4,234
Medical College Alumni Fund	-	14,827	672	13,102
Museum Associates	-	-0-	2	1,010
Parents	842	25,624	989	30,239
Total	<u>17,643</u>	<u>\$692,332</u>	<u>18,377</u>	<u>\$803,810</u>

	<u>1957-58</u>	
	<u>Donors</u>	<u>Dollars</u>
Alumni Annual Giving	16,499	\$808,253
Cornell Plantations	231	3,750
Cornell United Religious Works	90	2,278
Law School Fund	1,027	42,225
Library Associates	88	1,370
Medical College	395	20,698
Museum Associates	1	17
Parents	936	32,017
Total	<u>19,267</u>	<u>\$902,638</u>

Olin Hall
Room M
March 11, 1959

The meeting was called to order by the Provost at 4:30 p.m., with 71 members present.

The minutes of the meeting of February 18 were approved as distributed with the call of this meeting.

The Provost announced the death of the following members of the Faculty:

Harry Britton, Attending Physician, Emeritus, Cornell University Infirmary and Clinic, on February 17, 1959.

Robert Morris Ogden, Professor of Psychology, Emeritus, on March 2, 1959.

The Faculty rose in tribute to their memory.

On behalf of the Committee on Elections, its Chairman, the Dean of the University Faculty, presented the following report: 587 valid ballots were cast in this election and the results of faculty balloting are as follows:

1. Nomination for the office of Faculty Trustee. The number of votes received by the several candidates were: The Susan Linn Sage Professor of Philosophy, Professor Max Black, 331 votes; the Professor of Physics, Professor Dale R. Corson, 273 votes; the Professor of Law, Professor William H. Farnham, 338 votes; the Professor of Dairy Chemistry, Professor B. L. Herrington, 194 votes; the Professor and Head of the Department of Food and Nutrition, Professor Catherine J. Personius, 200 votes; the Professor of Mechanical Engineering and Head of the Department of Industrial and Engineering Administration, Professor Andrew Schultz, Jr., 148 votes. The Committee on Elections has informed the President that Professors Black, Corson and Farnham are the Faculty's candidates, and has reported to him the number of votes received by each.

2. For a member of the Faculty Council for a three year term, 541 ballots were cast, of which 297, a majority, were cast for the Professor of Child Development and Family Relationships, Professor Urie Bronfenbrenner.
3. For another member of the Faculty Council for a three year term, 532 ballots were cast, of which 296, a majority, were cast for the Professor and Head of the Department of Agricultural Economics, Professor Glenn W. Hedlund.
4. For another member of the Faculty Council for a three year term, 544 ballots were cast, of which 323, a majority, were cast for the Professor of Architecture and Art, Professor John A. Hartell.
5. For a member of the Committee on Nominations for a three year term, 500 ballots were cast, of which 266, a majority, were cast for the Professor of Law and Law Librarian, Professor Lewis W. Morse.
6. For another member of the Committee on Nominations for a three year term, 552 ballots were cast, of which 327, a majority were cast for the Professor and Head of the Department of Biochemistry and Nutrition, Professor Harold H. Williams.
7. For another member of the Committee on Nominations for a three year term, 538 ballots were cast, of which 316, a majority, were cast for the Professor of Zoology, Professor Perry W. Gilbert.
8. For a member of the Committee on the Economic Status of the Faculty for a five year term, 535 ballots were cast, of which 324, a majority, were cast for the Associate Professor of Mechanical Engineering, Professor Edwin B. Watson.
9. For a member of the Committee on Cooperative Purchasing for a five year term, 501 ballots were cast, of which 317, a majority, were cast for the Associate Professor of Farm Management, Professor C. DelMar Kearl.
10. For a member of the Committee on Academic Freedom and Tenure for a four year term, 547 ballots were cast, of which 350, a majority, were cast for the Professor and Chairman of the Department of Chemistry, Professor Franklin A. Long.

11. For another member of the Committee on Academic Freedom and Tenure for a four year term, 524 ballots were cast, of which 271, a majority, were cast for the Professor of Animal Nutrition and Poultry Husbandry, Professor Fredric W. Hill.
12. For a member of the Board of Physical Education and Athletics for a three year term, 498 ballots were cast, of which 276, a majority, were cast for the Professor and Acting Head of the Department of Veterinary Medicine and Obstetrics, Professor S. J. Roberts.
13. For a member of the Board on Student Health for a three year term, 507 ballots were cast, of which 308, a majority, were cast for the Professor and Head of the Department of Child Development and Family Relationships, Professor Alfred L. Baldwin.
14. For a member of the Committee on Student Affairs for a one year term, 504 ballots were cast, of which 290, a majority, were cast for the Professor of Architecture, Professor Henry Elder.
15. For another member of the Committee on Student Affairs for a one year term, 538 ballots were cast, of which 314, a majority, were cast for the Professor of Industrial and Labor Relations, Professor Philip J. McCarthy.
16. For another member of the Committee on Student Affairs for a two year term, 514 ballots were cast, of which 298, a majority, were cast for the Assistant Professor of Government, Professor Steven Muller.
17. For another member of the Committee on Student Affairs for a two year term, 544 ballots were cast, of which 299, a majority, were cast for the Professor of Farm Management, Professor Stanley W. Warren.
18. For another member of the Committee on Student Affairs for a three year term, 515 ballots were cast, of which 289, a majority, were cast for the Professor of Home Economics, Professor Jean Failing.
19. For another member of the Committee on Student Affairs for a three year term, 541 ballots were cast, of which 280 were cast for the Susan Linn Sage Professor of Psychology, Professor Robert B. MacLeod.

20. For a member of the Committee on Student Conduct for a one year term, 500 ballots were cast, of which 291, a majority, were cast for the Professor of Sociology and Anthropology, Professor Gordon Streib.
21. For another member of the Committee on Student Conduct for a one year term, 544 ballots were cast, of which 348, a majority, were cast for the Associate Dean and Professor of Architecture, Professor A. Henry Detweiler.
22. For another member of the Committee on Student Conduct for a two year term, 499 ballots were cast, of which 280, a majority were cast for the Associate Professor of Electrical Engineering, Professor Joseph L. Rosson.
23. For another member of the Committee on Student Conduct for a two year term, 507 ballots were cast, of which 291, a majority, were cast for the Professor of Institutional Engineering, Professor Charles I. Sayles.
24. For another member of the Committee on Student Conduct for a three year term, 524 ballots were cast, of which 265, a majority, were cast for the Professor of Physics, Professor Lyman G. Parratt.
25. For another member of the Committee on Student Conduct for a three year term, 474 ballots were cast, of which 253, a majority, were cast for the Professor of Law, Professor Joseph T. Sneed.
26. For another member of the Committee on Student Conduct for a four year term, 488 ballots were cast, of which 259, a majority, were cast for the Professor of Vegetable Crops, Professor Robert D. Sweet.
27. For another member of the Committee on Student Conduct for a four year term, 528 ballots were cast, of which 287, a majority, were cast for the Associate Professor of Industrial and Labor Relations, Professor James Campbell.

The special order of the meeting was a report from Richard T.

Cliggott, Associate Director of the Office of University Development, who outlined the work and achievements of the Corporation program.

The meeting adjourned at 5:00 p.m.



Paul W. Gates
Secretary

THE CORPORATION PROGRAM AT CORNELL

Remarks by R. T. Cliggott, Director of the Corporation Program
 Presented at the University Faculty Meeting
 March 11, 1959

The increasing financial support which business and industrial concerns are providing for higher education is extremely encouraging. Although corporate philanthropy has been increasing each year, it is particularly noteworthy that higher education is getting a larger share. The chart on the board shows this rising trend beginning in 1948.

1948 -- 10.1%

1950 -- 21.2%

1955 -- 31.0%

1956 -- 34.0%

(Source: Council for Financial Aid to Education)

The distribution of corporate giving and the distribution of total philanthropy is estimated to be as follows:

<u>Corporate Giving</u>		<u>Total Philanthropy</u>	
Welfare	39%	Welfare	18%
Education	34%	Education	12%
Medicine & Health	11%	Health	14%
Civic & Cultural	4%		
Religion	0.5%	Religion	51%
		Foundations (Paid into endowment funds)	3%
Other	11.5%	Other	2%

As you can see, we are doing much better with corporations than with total philanthropy.

Corporate giving in 1958 is estimated at \$525 million. This is getting to be an important source of funds for colleges and universities. We

have a real stake in corporate giving. It has a tremendous potential for meeting our future financial problems.

In all frankness, I must say that Cornell has benefited far more because of the "escalator" of corporate giving than we have by our own special efforts. We are doing more all the time, and I certainly hope that we will accomplish more in the days ahead.

This chart shows our standing compared to the other Ivy League schools, plus M.I.T., Chicago and Stanford for 1956-57. It is refreshing to see Cornell ahead of Harvard on this list--or any list, for that matter.

M.I.T.	\$2,757,094
Pennsylvania	2,038,852
Cornell	1,831,554
Stanford	1,536,005
Chicago	1,376,539
Columbia	1,349,584
Harvard	1,207,800
Yale	753,031
Princeton	599,964
Brown	179,626
Dartmouth	175,897

One particular aspect of our corporate fund-raising efforts is important to consider. Our campus is not in an industrial setting. A good deal of giving to education is part of the community relations program of most corporations. A school like Case Institute in Cleveland, for example, is in a better position to benefit from this factor than we are. But we are a national institution, and we can quite logically look to the national firms for our support.

The Corporation Program at Cornell was established in the school year of 1952-53. At that time there were two programs: (1) the Associates Program, which in that year raised \$65,000, and (2) the Sustaining Corporation Program, which raised \$500 that year. The Associates Program as originally established did not encompass the quid pro quo theory, although it leaned fairly heavily in that direction. A certain return of service on the part of the institution was implied, and furthermore,

the program sought corporate help on the basis of membership with a minimum grant of \$1,000 per year. The Sustaining Program consisted of a faculty committee established to solicit large grants under the direction of the Provost. The two programs operated independently of one another, although there was a certain amount of coordination between the two on screening prospects. The chart on the board shows the unrestricted gifts received under the two programs.

<u>Year</u>	<u>Associates</u>	<u>Sustaining Corporations</u>	<u>Total</u>
1952-53	\$ 65,000.00	\$ 500.00	\$ 65,500.00
1953-54	96,500.00	70,000.00	166,500.00
1954-55	91,500.00	76,000.00	167,500.00
1955-56	86,000.00	150,755.00	236,755.00
1956-57	287,560.90*	—	287,560.90
1957-58	295,757.66*	—	295,757.66

*Now includes Sustaining Corporations

The fiscal year ending in 1956 was the last year in which there were two corporation programs at the University. At the conclusion of that year, it was decided to re-evaluate the corporate program at Cornell. A definite departure was made from the implied quid pro quo of the Associates Program, and the \$1,000 minimum membership stipulation was discontinued. Also, the Sustaining Program was merged with the Associates Program.

When the Sustaining and Associates Programs were merged, further steps were taken to determine the qualifications for an Associate of the University. It was decided that only unrestricted gifts would qualify for credit in the Program. However, unrestricted overrides on scholarships and fellowships would qualify. This meant that rather substantial money from corporations would not qualify the firms as Associates. This applied to research funds, scholarships, fellowships and a great variety of miscellaneous categories, the most significant of which were equipment funds.

In the fiscal year 1957-58, unrestricted money from corporations amounted to \$295,757.66. Of this amount, \$93,953.66, or a little less than one third, was for specific membership in the Associates; \$111,929.00 was received in the form of unrestricted grants; and \$92,875.00 was received in the form of overrides on fellowships and scholarships. The total amount of money received from Associates, which includes both the unrestricted and restricted, amounted to \$869,377.80. This does not include corporate matching gifts, which are credited to the Alumni Annual Giving Program.

During the same fiscal year, 1957-58, \$855,769.68 was received from corporations whose gifts did not qualify either in whole or in part under the Associates Program. The grand total of corporate gifts, exclusive of matching gift programs, was \$1,725,147.48.

It is apparent that most corporations prefer to place their funds in categories which we now consider as restricted, although much of this money would be unrestricted under the broadest interpretation of the term "in relief of budget," as defined in the University's Statement on Fund-Raising Policy.

The definition of an Associate was broadened by the action of the Administrative Board of the University Council on November 13, 1958. It was decided that any firm providing Cornell with financial support (except contract research) would be considered an Associate of the University.

The associates office is our corporate liaison. We mail a quarterly report to associates plus many other publications that may be of interest to our corporate friends. Last fall we made our first annual report to corporations. We hope to do even more in the mailing of reports and technical publications.

We also want to be of service to you, whenever we can. A number of faculty members do use our records and information for help in obtaining research sponsors, etc. We hope that you will call on us for any help we can give you.

I think it must be recognized that the alumni committee members cannot be expected to perform the complete job of solicitation as they were expected to under the former program. The responsibilities of the Corporation Committee have been changed in the past year.

The alumni working on this program now have the primary responsibility for identifying and establishing contacts with corporations who are prospects for gifts of \$5,000 or more. Their secondary responsibility is to follow through on the complete solicitation of prospects for gifts of less than \$5,000.

It is our firm belief that alumni can be of valuable assistance in making corporate contacts for us. The only people qualified to do the actual solicitation are the members of the University faculty.

When one suggests that faculty members participate in fund-raising, then one is on very thin ice indeed. I have been admonished by some faculty people for making such a suggestion. However, I am not easily discouraged, and therefore I am quite willing to put myself at your mercy today.

Our problem is simply this: We have now the kind of volunteer organization needed to contact the right representatives from industry. Who then are the right people from the University? Certainly none of us can effectively present Cornell's case for support. It is not what we are doing that counts, but what you are doing. Corporations are interested in your teaching and research, and you are in position to state Cornell's accomplishments better than anyone in Day Hall.

A number of faculty members have participated in this effort with considerable success. I am sure they will tell you that it is challenging and at times even fun. But we need more faculty people in this effort. We can provide the leads and open the doors for you, but you are the experts who can get a respectful hearing. We will do all of the preliminary research work, arrange transportation and make appointments for you. In other words, we are prepared to make it easy and save your time.

We are well aware that faculty members are under no obligation to engage in fund-raising. However, we have sufficient faith in the great purpose and dedicated interest of our faculty to ask you to help. If you are suspicious of our motives, let me assure you that they are honorable. Without your increased participation we can go along and expect moderate progress in our present program. With your help we can progress toward new financial support to Cornell which will benefit every part of this multitudinous academic enterprise. It is not unrealistic to think that we should be getting a million dollars a year in unrestricted corporate support.

We try to serve you well, and we hope to deserve your cooperation.

Olin Hall
Room M
13 May, 1959

The meeting was called to order by the President at 4:30 p.m., with 95 members present. There being no corrections in the Minutes of the meeting of March 11, they were approved as distributed.

Announcement was made of the deaths of the following members of the Faculty:

Elise S. L'Esperance, Professor of Clinical Public Health and Preventive Medicine, Emeritus, on January 21, 1959.

Jeanette M. Read, Assistant to the Dean and Associate Professor of Home Economics, on March 24, 1959.

The Faculty rose in tribute to their memory.

The President spoke of efforts he had made to prevent the closing of passenger service on the Lehigh Valley Railroad through Ithaca, which included protests to members of Congress and the two Senators from New York, to every Cornellian in Congress, to the Interstate Commerce Commission, and to heavy shippers among the Cornell alumni. Such protests had induced the ICC to reopen consideration of the case but did not prevent the stoppage of train service. He expressed hope that some passenger service would be made available.

The Dean communicated to the Faculty the withdrawal by Dale R. Corson, Professor of Physics, Engineering Physics and Nuclear Studies and Chairman of the Department of Physics, from candidacy for the position of Faculty Trustee because of his appointment as Dean of the College of

Engineering. By action of the Faculty Council, his place among the three highest candidates of the Faculty to be presented to the President was taken by the Professor and Head of the Department of Food and Nutrition and Coordinator of Research in Home Economics, Catherine J. Personius.

For the Committee on the Hull Memorial Publication Fund, the Professor of Philosophy, Norman Malcolm, reported the publication, or arrangements for publication, of four works during the past year:

Robert M. Adams, Strains of Discord
 " " " Stendhal: Notes on a Novelist
 John Senior, The Way Down and Out: The Occult in Symbolist Literature
 Stephen M. Parrish, A Concordance to the Poems of Matthew Arnold

Earnings from previous publications, a favorable balance for the year, and the 1958-59 earnings of the Fund assure means for a number of ventures which Professor Malcolm thought would be forthcoming during the coming year.

On behalf of an Ad Hoc Committee on the Medical Plan for the Faculty and Staff of the Endowed Colleges, the Professor of Economics and Chairman of the Department of Economics, Alfred E. Kahn, in reporting progress, brought out that the Trustees had agreed to put money into a medical plan, that specifications had been drawn up and submitted for competitive bidding, and that by the November meeting of the Faculty the plan might be ready for presentation.

The Dean of the University Faculty, C. Arnold Hanson, presented his Annual Report, a copy of which is attached to the minutes of the

meeting.

There being no unfinished business or new business, the meeting
adjourned.

A handwritten signature in cursive script, appearing to read "Paul W. Gates".

Paul W. Gates
Secretary

13 May 1959

To The President, Cornell University
and
To The University Faculty, Cornell University

I have the honor to submit the third annual report of the Committee on the Hull Memorial Publication Fund, as required by legislation of the Board of Trustees dated 10-11 June 1956.

The constituency of the Committee for the year 1958-59 is as follows:

Mr. Victor Reynolds, University Publisher, ex officio;
Prof. Clinton L. Rossiter, Government, as representative of the field of "liberal studies" on the Board of Editors of the Cornell University Press, ex officio;
the following members appointed by the Dean of the College of Arts and Sciences:
Prof. Robert M. Adams, English (through June 1961)
Prof. Herbert W. Briggs, Government (through June 1960)
Prof. Edward W. Fox, History (through June 1961)
Prof. Charles F. Hockett, Division of Modern Languages and Sociology and Anthropology (through June 1960), chairman
Prof. Norman A. Malcolm, Philosophy (through June 1959).

Funds available to the Committee for commitment during the current fiscal year have amounted all in all to \$13170.02. This figure is the sum of the following five items:

(1) At the end of the preceding year's operations, as reported in the second annual report (14 May 1958), there was an uncommitted balance of \$195.18.

(2) On 1 July 1958, \$11,429.73 was transferred to the Committee's expendable fund, representing a year's income on the principal of the Hull Memorial Publication Fund.

(3) On the basis of sales of Carl Stephenson's MEDIEVAL INSTITUTIONS, a book published by the Cornell University Press and subvented by the Fund during the first year of the Committee's operation, the Cornell University Press transferred \$343.25 to the Committee's expendable fund.

(4) On 10 April 1959, a similar transfer of \$990.94 was made from the Cornell University Press to the fund on the basis of sales of Dexter Perkins's FOREIGN POLICY AND THE AMERICAN SPIRIT.

(5) As of the date of the second annual report, six commitments from the Fund were still outstanding, in the sense that subventions had been approved but actual transfers of funds were awaiting publication of the books. All six of these pending transactions have now been completed, at an actual cost to the fund

amounting to \$210.92 less than the commitments made.

During the present fiscal year only four commitments have been made by the Committee. A fifth subvention--a very large one--was approved in November 1958, but was later inactivated when the publisher informed the Committee that publisher and author were unable to reach agreement about the terms of the contract. Of the four books for which subvention was approved, two have already been published, and we give below for those two the actual amount of subvention rather than the original tentative commitment based on publisher's cost estimates:

Robert M. Adams, STRAINS OF DISCORD (published December 1958, Cornell University Press)	1028.90
John Senior, THE WAY DOWN AND OUT: THE OCCULT IN SYMBOLIST LITERATURE (published April 1959, Cornell University Press)	1302.04
Stephen M. Parrish, A CONCORDANCE TO THE POEMS OF MATTHEW ARNOLD (to be published by Cornell University Press)	2240.00
Robert M. Adams, STENDHAL: NOTES ON A NOVELLIST (to be published by The Noonday Press)	1500.00

These commitments leave an uncommitted balance of \$7099.08. This amount can be compared with the uncommitted balance at the end of the fiscal year 1957-58, which was \$195.18, and with the uncommitted balance at the end of the fiscal year 1956-57, which was \$474.59. While it is obvious that there was less active utilization of the Hull Memorial Publication Fund this year than either of the two preceding years, it is by no means obvious that either the need or the use for the Fund is declining. There is every reason to expect considerable variation in annual requests to the Committee, and some backlog of accrued uncommitted funds may be of value against the possibility of an unusually large number of requests, or an unusually large single request, in the future.

In approving the request from the Cornell University Press for support of their publication of A CONCORDANCE TO THE POEMS OF MATTHEW ARNOLD, the Committee voted to put on record its unanimous opinion that the action must not be taken as setting a precedent for support of similar concordances that may be in preparation or projected by the Department of English.

The Committee's negotiations about the last subvention listed above, that for Robert M. Adams's book STENDHAL: NOTES ON A NOVELLIST, were considerably prolonged, chiefly because there wa

no clear precedent to govern a grant to a commercial publisher. We believe that we have succeeded in working out fitting conditions for any such grant; concretely, those conditions have been organized into a Statement that can be sent to any publisher (commercial or otherwise) who inquires about the Fund and its workings. A copy of this Statement is transmitted herewith, as part of this report.

Respectfully submitted,

Charles F. Hockett
Chairman, The Committee on
The Hull Memorial Publication Fund

Olin Hall
Room M
October 14, 1959

The meeting was called to order by President Deane W. Malott at 4:30 p.m., with 163 members present. The minutes of the meeting of May 13 were approved.

The President announced the deaths of the following members of the Faculty:

Paul Work, Professor Emeritus of Vegetable Crops,
on July 8, 1959.

Flora Rose, Professor Emeritus of Home Economics,
on July 25, 1959.

Raymond Russell Birch, Professor Emeritus of Veterinary Research,
on July 26, 1959.

Bernard R. Samuels, Professor Emeritus of Clinical Surgery,
on July 26, 1959.

Helen Monsch, Professor Emeritus of Home Economics,
on August 2, 1959.

Calvin Dodge Albert, Professor Emeritus of Machine Design,
on September 23, 1959.

The Faculty rose in tribute to their memory.

Professor John G. B. Hutchins, Chairman of the Committee on the Economic Status of the Faculty, presented the Committee's report on the Health Insurance Plan for the Endowed Colleges. He drew attention to the improvements over the existing plan and called upon Professor Alfred E. Kahn, Chairman of the Ad Hoc Committee on a Medical Plan, to explain in greater detail the differences between the old and the new plan. Professor Kahn emphasized the greater coverage of the new plan and the fact that the University for the first time will contribute a share of

the medical and hospital insurance costs. It was brought out that emeritus professors will also benefit from the program. Eligible members of the Faculty were urged to return the application forms before November 6 in order to participate in the plan.

Professor Harold A. Scheraga, a member of the General Committee of the Graduate School, presented a recommendation from the Graduate Faculty made at its meeting on June 12, 1959 for the establishment of the degree of Master of Secondary School Science and moved the adoption of the following resolution:

WHEREAS the Graduate Faculty has approved the proposed establishment of the degree of Master of Secondary School Science: Therefore be it

RESOLVED, That the University Faculty approve this proposal and recommend the establishment of this degree by the Board of Trustees to be granted to persons who have satisfactorily completed the program leading to this degree as prescribed by the Graduate Faculty.

The motion was seconded, and in the discussion that followed it was brought out that the new degree would permit teachers to have a greater spread in science and at the same time acquire a greater mastery of the science fields in which they teach than present requirements encourage.

A full and animated discussion was followed by a voice vote in which the motion was strongly carried, but with considerable opposition.

The meeting adjourned at 5:30 p.m.


Paul W. Gates
Secretary

Olin Hall
Room M
November 11, 1959

The meeting was called to order by the Provost, Sanford S. Atwood, at 4:30 p.m., with 110 members present. The minutes of the meeting of October 14, as previously distributed, were approved.

The Provost announced the death of William Truman Crandall, Professor of Animal Husbandry, Emeritus, on November 3, 1959. The Faculty rose in tribute to his memory.

The chairman of the Committee on the Membership of the University Faculty, Professor Paul W. Gates, reported that the Committee, as part of its study of the criteria for membership in the University Faculty, has been concerned with courtesy titles given to research scholars assigned by outside agencies to work at Cornell. At a later time, the Committee plans to bring in recommendations for changes in the By-Laws of the University to provide a distinctive title for such courtesy appointments. Members of the various faculties were invited to bring to the Committee's attention problems of a similar character that may deserve study.

The special order of the meeting was a discussion by the Vice President for Student Affairs, John Summerskill, of the organizations and offices through which student affairs are conducted. A summary of Dr. Summerskill's remarks is attached to the minutes of the meeting.

The meeting adjourned at 5:10 p.m.



Paul W. Gates
Secretary

The office of Vice President for Student Affairs was established at Cornell eighteen months ago to coordinate student services. This was the recommendation of a consulting firm that found eighteen student affairs offices reporting directly to the President. In recent years, most universities have found it necessary to establish a coordinating job in this area.

Because of student troubles, the new Vice President was immediately involved, rather inundated, in policy and liaison work, in addition to unfamiliar responsibility for administration, construction, personnel, budget, and related matters in student affairs.

Roughly stated, the objective of the student affairs program at Cornell is to provide student services and the conditions for living and study, in order that each student can make the most of his opportunity for learning.

Last May, this Faculty elected the first University Faculty Committee on Student Affairs. This Committee is chaired by Professor Henry Elder, College of Architecture, and includes five other members of the Cornell Faculty, the Dean of the University Faculty, the Vice President for Student Affairs, a member appointed by the University Faculty Committee on Student Conduct (currently Assistant Dean of Men, H. S. DePuy), and two students. Meeting weekly, the Committee is charged with continuous study of student life at Cornell - an assignment which may ultimately prove too broad. The Committee does serve as an excellent forum in which the faculty can exchange views and recommendations with the student government leadership and the student affairs staff. These channels of communication are crucial if student affairs work is to serve the educational aims of the University.

Many of you have served on the Faculty Committee on Student Conduct, currently chaired by Professor Henry Detweiler, also of the College of Architecture. This Committee is composed of eight elected faculty members, Mr. Snickenberger, who serves as the Committee's hard-working Executive Secretary, and Assistant Dean of Men, H. S. DePuy. The Conduct Committee has final responsibility for disciplinary action at Cornell and reviews the penalties recommended by the Men's and Women's Judiciary Boards. Generally, the Committee supports the Student Boards and Mr. DePuy's data show that only 18 of 827 decisions have been changed by the Faculty in the past six years. As an invited (not summoned) guest of the Committee at a recent meeting, I was greatly impressed and suspect that the true disciplinary action occurs in the student when Professor Detweiler sums up the Committee's verdict and delivers some "advice" relative to the student's future behavior.

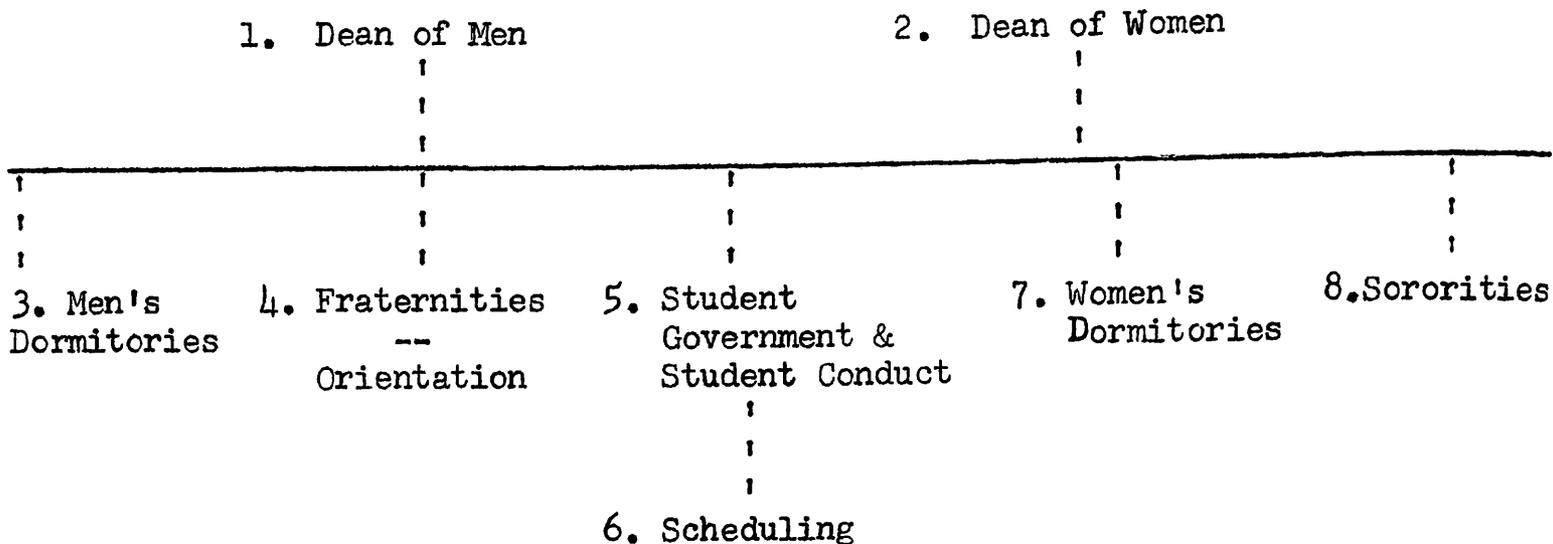
The University is considerably indebted to the Faculty who serve on these two committees and wrestle with student problems which frequently seem unique and are often difficult to solve.

I would like to briefly describe the student affairs offices and agencies for which I have some responsibility:

(See other side)

A. Offices of the Dean of Men and the Dean

Schematically, these offices are organized as follows:



The Dean of Men, Frank C. Baldwin, has helped hundreds of Cornell students over the years with personal, financial, family, and other problems. Dean Baldwin has helped many young men successfully complete their studies at Cornell. The Acting Dean of Women, K. Patricia Cross, is a young woman with an exceptionally fine academic background. She has recently come to Cornell from the University of Illinois where she obtained the Ph.D. degree and gained initial experience in dean's work.

The Men's dormitories at Cornell now house some 1500 freshmen (92% of the class), plus 500 upperclassmen. In an effort to develop a first-rate University living experience for these men, we have secured the services of Mr. Eugene Haun from the University of Pennsylvania as Director of this housing program. He says that he has been given charge of 2000 bulls in one corral! He returns to civilization regularly as a lecturer in the Department of English.

An equal number of undergraduate men live in Cornell's 57 fraternities which were established early with the enthusiastic support of Andrew D. White and mixed reaction since. John Brown, Assistant to the Dean of Men, works with these fraternity men. He is also the staff person responsible for Freshmen Orientation and has other administrative duties.

Mr. DePuy is the staff advisor to Student Government which was granted substantial self-governing powers by University Faculty legislation a year ago. He is also advisor to the Men's Judiciary Board, and, as a member of the Faculty Committees on Student Affairs and Student Conduct, he is in a position to strengthen communication between these related agencies. The scheduling of public events and student activities is a complicated business in a University as large as Cornell and the administrative function is attached to Mr. DePuy's office where it is ably carried out by Mr. David Cullings.

All Cornell undergraduate women are required to live in University housing. Miss Eleanor Simonds is Assistant Dean of Women in charge of the women's dormitory program and she coordinates the work of the head residents and graduate residents responsible for some 1500 women. Mrs. Ruth Darling serves part-time as the staff person working with sorority house mothers and the 500 girls who live in the 14 sorority houses at Cornell.

B. Financial Aids Office - Day Hall. With rising fees there has been greatly increased financial aid to our undergraduates. Last year the total grants-in-aid, short and long term loans, and part-time work for students administered by this office, totalled nearly \$3,000,000. Loans made in 1958-59 were 60% greater than in 1957-58. This work is handled by Mr. Duncan Sells, Director of The Financial Aids Office, and he is assisted in interviewing, evaluating, counseling, and record keeping, by Mr. Charles F. Abbott, Financial Counselor, and Mrs. Olive N. Snyder, Employment Counselor.

C. Foreign Student Office - Day Hall. This year, there are 753 students attending Cornell from 78 foreign countries. Mr. David B. Williams, Director of this office, is an expert on the personal, travel, visa, financial, and unclassifiable problems of foreign students and foreign visitors to the University. Mr. Williams recently received a Rockefeller Foundation fellowship to study exchange student problems in South America.

Because the number of foreign students at Cornell has doubled in the past ten years, the University found it necessary and desirable to employ a second counselor to work particularly on housing, orientation and community relations. He is Mr. Nehdi Kizilbash, a native of India, a Masters graduate of Cornell, and a former president of INTEROC, the sprawling foreign-American student organization at this University.

D. Cornell United Religious Work - Anabel Taylor Hall. This intricate organization cannot be described easily in summary form. CURW serves as a place of worship for many students, staff and faculty. Spiritual leadership and counsel are provided by sixteen denominational groups. The united program is directed by the Reverend Paul Jaquith who came to Cornell last year with considerable experience in this area. The Associate Director of CURW is the Reverend Ewell Reagin who is assisting in the development of non-credit seminars and lectures on Theological and related issues. Miss Ruth Ann Smith, Assistant Director, has a number of program and administrative responsibilities with emphasis on foreign-American student activities.

E. Willard Straight Hall - This, of course, is the student union which contains facilities for recreation, dining, meetings, art, music, lounging, reading, handicrafts, lectures, theatre, etc. Built in 1925 for 4500 students, the Willard Straight of 1959 has trouble suitably accommodating 10,600 students. Annual maintenance and refurbishing work have proceeded too slowly and student complaints about these matters are justified.

The Director of Willard Straight, Mr. Edgar A. Whiting, a Cornellian, is well known to many of you. He is aided by Miss Mary Moore, Assistant Director, and Miss Florence Schwartz, Program Director, and others staffing this large, busy centre. Members of the Faculty who have served with the Willard Straight Board know that the students have a strong voice in the management of the building and program and this is worthwhile leadership and managerial experience for those with these interests.

F. University Counseling Service - Stone Hall. The University Testing and Service Bureau has provided psychological testing for individual students and classes, and also certain research services, for a number of years. This

work is supervised by Professor Marvin Glock. Until this year, the University's educational and vocational counseling office was located in Day Hall but is now next door to the Testing Service upon the recommendation of a committee of faculty and staff appointed by Provost S. S. Atwood. Counseling of students relative to vocational plans and problems, in this central office, is now the responsibility of Professor Howard Andrus. The third element in this counseling service is the College Reading and Study Skills Clinic conducted by Professor Walter Pauk.

These three counseling offices cooperate closely and members of the Faculty can frequently assist or save individual students by making an appropriate referral. College offices are fully informed on these procedures.

The University Testing and Service Bureau has been assisted and supported by a Board of faculty and staff members. It would seem wise to extend the responsibilities of this Board to all three counseling services, and such a proposal will be presented for the consideration of the University Faculty at some future date. In this connection, it should be noted that most of the University services and agencies described above work in association with various Faculty committees or boards.

XXXXXXXXXXXXXXXXXXXXX

Discussion followed the remarks summarized above. The announcement that the administration was designing a sky-hook to hold up the new but sinking library was greeted with incredulity.

A question concerned the role of the University Proctor. He is both an investigator and counselor in student troubles and is greatly respected by students and staff who work with him. In student cases, the Proctor works closely with the Chairman of The Faculty Conduct Committee and the Vice President for Student Affairs. In serious Faculty cases, he works with the President and Dean of the University Faculty and the appropriate college officer.

Another question concerned the University's mental health services. These are an integral part of the Gannett Medical Clinic facilities and are directed by Dr. Douglas Darling, the University Psychiatrist. Last year the mental health staff of two clinical psychologists and two psychiatric social workers saw some 700 students - some with serious emotional problems, some with transitory problems. By proper diagnosis, treatment, or guidance, many of these students continue with their studies with minimum disruption.

Finally, a question about graduate student problems and services was raised. The present concern is to improve the quality and quantity of graduate student housing as fast as possible but there are no existing plans to extend non-academic services.

Olin Hall
Room M
December 9, 1959

The meeting was called to order by the President at 4:30 p.m., with 92 members present. The minutes of the meeting of November 11, as previously distributed, were approved.

The President announced the deaths of the following members of the Faculty:

Cornelius Packard Rhoads, Professor of Pathology,
on August 13, 1959.

Margaret L. Brew, Professor of Textiles and Clothing,
on November 21, 1959.

E. R. B. Willis, Associate University Librarian, Emeritus,
on November 22, 1959.

Lane Cooper, John Wendell Anderson Professor of the
English Language and Literature, Emeritus, on
November 27, 1959.

On behalf of the Committee on Long Range Planning, Professor J. H. Bruckner presented a carefully drafted report, "A Faculty Appointment Policy for Cornell," which had been previously circulated, and moved the acceptance of the statement as an expression of policy with respect to the appointment of persons to the Faculty. There followed expressions of reservations and requests for clarification, some of which were put in the form of amendments and voted down, as follows:

Professor Herbert W. Briggs disliked the emphasis upon "department head" in item 3, page 3 and moved the deletion of the words "head with the concurrence of his faculty and of," the capitalization of "any" to begin a new sentence to which should be added at the end "should be consulted." Before the amendment was rejected by a close vote, questions were raised concerning the use of "hiring", whether or not the statement was intended to apply to the Law School and whether it provided adequate protection to department members who were absent at the time new members were being recruited. On this amendment, as on others, representatives of the

Committee assured the faculty that there was no intention to adopt an absolute procedure, or to concede junior members a share in the election of senior staff members where such practice did not now exist.

Other motions to substitute "of his colleagues" for "of his faculty" in item 3, page 3, and to insert after "small" in line 4 of page 2 the following: "or if a Cornell trained candidate is clearly superior to other candidates," were defeated.

The Faculty then voted to accept the statement as presented by the Committee on Long Range Planning.

The President in a State of the University report brought out numerous proposals and developments that are under way which may be summarized:

Since salary increases had been given more generously in the recent period to men in the lower academic ranks, it is planned this year to emphasize the full professors, though merit increases will also be granted in other ranks.

The Board of Trustees hopes to increase the retirement allowance for staff members from the present 8% to 9%.

An additional fringe benefit will be provided faculty members when traveling for the University of \$100,000 life insurance for the trip.

The expanded health program is already in operation at a cost to the University of between \$75,000 and \$100,000.

The budget may be balanced for 1960-61 with salary increases as previously suggested and with no tuition increase in the undergraduate field, although there will be increases for students in the graduate and professional schools.

The President spoke of his dislike of the disclaimer oath in the Federal student loan program, against which he had protested to authorities in Washington, but did not deem it wise to deny students this boon by having Cornell withdraw from all participation in it.

He alluded to the approaching centennial celebration of the Morrill Land Grant Act of 1862 and of the Founding of Cornell University in 1865 and speculated how best the University may use participation in these events to strengthen its intellectual and financial position.

The meeting adjourned at 5:30 p.m.

A handwritten signature in cursive script, reading "Paul W. Gates". The signature is written in black ink and is positioned above the typed name and title.

Paul W. Gates
Secretary

"A Faculty Appointment Policy for Cornell"
prepared by
The University Faculty Committee on Long Range Planning

Every year Cornell makes a large number of non-tenure appointments and a much smaller number of important tenure appointments. A survey of current hiring practices at the non-tenure level recently conducted by an ad hoc sub-committee of the Committee on Long Range Planning suggested that there is room for improvement in the procedures now employed. Wide variations in procedures followed and in results obtained indicate that a determinate appointment policy including a suggested standard procedure, might prove valuable, only as a norm to which departments and chairmen might refer. The Committee appreciates the work of its sub-committee (Professors Ralph Bolgiano, Jr., C.R. Henderson, Donald F. Holcomb, and Steven Muller) in providing the basis for this statement of policy and procedures.

Broadly speaking, the proper hiring policy for Cornell is very simple: we want the best faculty we can get, subject only to the need to consider such matters as diversity of background and training, balance of fields of interest, and adequate opportunities for advancement of younger staff members. The problem is how best to achieve this end. In order to illustrate appropriate methods, the Committee has formulated the hiring procedure outlined below. This procedure is suggested primarily for non-tenure appointments, but most of the recommendations will also apply to tenure appointments of persons from outside.

It is moved that the Faculty accept the following as an expression of policy with respect to the appointment of Faculty:

1. Preliminary Analysis of Candidates

(a) Preparing a list of possible candidates

In assembling a list of possible candidates reliance on traditional and customary sources of information may neglect the effects of changing conditions and overlook new sources of information. Every effort should be made to have the list include all qualified persons, regardless of their location or status at that time.

(b) Selecting candidates for interview

It is suggested that selection of from three to five candidates for personal interview be made with the assistance of the entire department, if possible. The choices should not depend upon travel costs. When necessary, funds should be made available, at the college level, to cover costs of interviews.

It will normally be desirable to give preference to candidates who are not fresh from training at Cornell. As a general principle, recent Cornell Ph.D's should be considered only if the number of Cornell graduates teaching in the department is small. While the desirable number of Cornell graduates in a department will necessarily vary, it is suggested that whenever this number exceeds about twenty percent there is a serious risk of intellectual and professional parochialism. It seems desirable not to appoint new Cornell Ph.D's to the faculty unless it is clear that no equally well-qualified persons are available.

2. Interviews

(a) Meetings with department members and with the dean of the college

During the candidate's visit, he should meet and talk privately with the dean of the college and each member of the department. Each faculty member should have an opportunity to get a clear impression of the candidate's scholarly capacity and promise and of more personal factors such as maturity, self-assurance, drive, etc. In large departments, it may be necessary to limit the number of discussions with staff, but this number should never be less than eight, of which at least four should be with senior staff. Each member of the permanent staff should have the right to participate and a duty to insist on high standards for selection.

(b) Seminar

Every candidate should be asked to speak to the faculty, graduate students and/or undergraduates on some appropriate topic usually relative to his recent work. He must, of course, be forewarned. Since a meeting of this sort is usually the only opportunity to evaluate a man's

teaching ability, this valuable measure should be omitted only in exceptional cases. The department, either on its own initiative, or at the suggestion of the Dean, may wish to invite some staff members from other departments to the meeting.

3. Selection

The choice from among those candidates interviewed should be made by the department head with the concurrence of his faculty and of any outside staff members asked to participate in this process by the Dean. In cases where the new appointment will entail a substantial amount of supervision of graduate students, the Dean of the Graduate School should be invited to participate in the selection procedure in whatever way seems appropriate. After a review in the President's office of the candidate's qualifications and of the fiscal arrangements proposed a tentative offer can be extended, with a request for a decision within a stated period of time.

4. Supplementary Action

Should the offer be declined, the following succession of alternatives may be employed:

- (a) an offer may be made to the second-choice candidate;
- (b) additional interviews may be held and a new choice made;
- (c) a temporary appointment may be made, preferably of an eminent scholar, so that the process of securing a distinguished addition to the staff can be continued without pressure.

It is, of course, desirable to start the hiring process sufficiently early to avoid compromise on less than satisfactory appointments.

December 1, 1959

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Olin Hall
Room M
February 17, 1960

The meeting was called to order by the Provost at 4:30 p.m., with 81 members present. The minutes of the meeting of December 9 were approved as previously distributed, with the addition of the following correction: Paragraph 6 on page 2 will read "An additional fringe benefit of \$100,000 life insurance for the trip will be provided faculty members when traveling by air on University business."

The Provost announced the deaths of the following members of the Faculty:

Max Ludwig Wolfram Laistner, John Stambaugh Professor of History, Emeritus, on December 10, 1959.

William H. Shannon, Professor of Accounting, on December 12, 1959.

The faculty rose in tribute to their memory.

The Provost alluded to changes in the Air Force ROTC program which will compress the required basic course and permit more electives at the upper level.

The Dean advised the faculty that the resolution of the Student Government concerning compulsory ROTC is being considered by the appropriate Faculty committees from which recommendations will come to the Faculty at a later meeting.

The Chairman of the Committee on the Economic Status of the Faculty, Professor John G. B. Hutchins, spoke of the bill under consideration in the State legislature which proposes to cover all employees of the colleges and universities of the State with

unemployment insurance and warned that the cost of such action to the University would be heavy.

On behalf of the Committee on the Scheduling of Public Events, its chairman, Professor Frederick S. Erdman, moved the adoption of the following resolution:

RESOLVED that the University Faculty designate Saturday, May 14, 1960, as Spring Day, a University holiday, and instruct the Committee on Registration and Schedules to schedule evening hours which members of the Faculty may use for classes and laboratories which are normally scheduled on that day.

The resolution was adopted without opposition.

The Chairman of the University Faculty Committee on Student Affairs, Professor Henry Elder, presented a report on the activities of the Committee for the past year as required by its mandate. A summary of his report and a copy of a report the Committee made to the President on Student Housing are appended to the official minutes.

Professor A. Henry Detweiler, Chairman of the University Faculty Committee on Student Conduct, followed with a report on the activities of the Committee for the past year, a summary of which is appended to the official minutes.

The meeting adjourned at 5:25 p.m.


Paul W. Gates
Secretary

January 4, 1960

Dear President Malott:

The University Faculty Committee on Student Affairs is pleased to present to you a report on recommendations for meeting student housing needs at Cornell. The Committee hopes that this report will be of value to the University in solving its pressing housing problems.

We should like to express our appreciation for the time and assistance which you and members of the administrative staff gave to the Committee in the preparation of this report.

Respectfully submitted,

Henry Elder, Chairman
University Faculty Committee on
Student Affairs

UNIVERSITY FACULTY COMMITTEE ON STUDENT AFFAIRS

Report on Student Housing

Recommendations

The Committee believes that two fundamental decisions should govern housing policy at Cornell:

A. University housing must make the maximum possible contribution to student academic life.

Cornell's student housing is part of an integral educational plant, and it must have fully recognized educational purposes. The character of student housing has an obvious, direct impact on study habits; also, it profoundly affects social behavior which is an inseparable part of the academic climate. University housing accommodates full-time students. A student requires more than minimum shelter. He requires shelter which supports and encourages the primary purpose of the occupant: a life of study. The cost of student housing is great. It can be fully justified only if it makes a maximum contribution to the central goal of Cornell--to be a place of learning. Economy which would reduce student housing to mere shelter is false economy. Housing for students need not be luxurious. But to be economical it must be functional, and its function is primarily to encourage study.

In the judgment of the Committee, insufficient weight is presently given at the University to these considerations. Many students at Cornell are handicapped academically by scarcity of the following:

Facilities for quiet and intense study.

Browsing libraries which encourage reading for pleasure, and make available in reasonable quantity the literary nourishment of a civilized mind, in the form of the better current journals, diverse newspapers, and a selection of general fiction and non-fiction books.

Facilities for casual, intelligent conversation in surroundings conducive to the same.

Opportunity to enrich undergraduate life through everyday social association with graduate students and faculty.

The committee believes that more consideration should be given to these needs in the planning of new University housing construction than is evidenced by Cornell's existing dormitories, and that a maximum effort should be made to accommodate these needs in existing facilities wherever possible. Existing facilities for women are generally more adequate than those for men.

B. The University must strive to house a larger proportion of male undergraduate and of graduate students than is presently the case.

In the judgment of the Committee, numbers of male undergraduates and of graduate students now occupy off-campus quarters which fall below standards of safety, sanitation, and academic value of which the University can approve. This problem is particularly acute for some of Cornell's foreign students. Many of these foreign students encounter circumstances--such as very late arrival in Ithaca, discrimination by local landlords, delay in the arrival of adequate dollar funds, inability to comprehend a wholly alien rental situation--which virtually force them into sub-standard shelter. There is a clear and growing danger that the shortage of decent housing may influence prospective students of the highest calibre away from Cornell. The quality of some off-campus housing is so low as to constitute a negative factor in the academic climate of the University.

The Committee is not in a position to make a determination of the exact proportion of students the University should house. Rather, the Committee urges that there should be an immediate and significant increase in the percentage of students housed on the campus. Any future rise in the student population would require construction of new student housing even should Cornell intend only to continue to house the percentage of students for whom shelter is now provided. New student housing accordingly should provide both for increases in the total number of students and in the proportion of students sheltered in University facilities. The impact of this decision in the Ithaca community should then be evaluated and a reassessment made of the quality and quantity of subsequently available off-campus housing before Cornell's policy in this direction can be further formulated.

To implement these two decisions, the Committee makes the following recommendations:

1. The primary type of new housing construction at Cornell should be apartment units. All available evidence indicates that students find apartment living more attractive than dormitory living. The Committee believes that apartment living ideally can make a greater contribution to the academic life of the University than dormitory living can. Apartments can be constructed in several sizes, to accommodate different number of residents and to rent with maximum flexibility as shifts occur in the composition of the University population.

2. University apartments should be available to a very diverse cross-section of the University community. The University apartments should house married students, groups of single graduate men and groups of single graduate women, groups of male undergraduates other than freshmen, and groups of senior undergraduate women, as well as single and married members of the faculty. The inclusion of some faculty should contribute positively to the academic climate, and might constitute a partial solution to the serious Cornell problem of finding initial quarters for new faculty members who are not yet ready to purchase homes.

Preference in the allocation of apartments must be given to married students, but a sufficient number of apartments should be constructed to accommodate sizeable numbers of all types of eligible residents. While it would seem obviously desirable to allocate particular blocks of apartments to families with children and to unmarried women, residents at different academic levels should otherwise be mingled as freely as possible in the apartment complex. It is hoped that such mingling will encourage the highest level of social conduct and of academic climate.

3. In choosing apartment sites, no effort should be made to perpetuate the present separation of men's and women's living areas on campus, which seems to serve little purpose.

4. Separate dining/community units should be constructed as part of the University apartment development. These units will serve as intellectual and social centers. In addition to eating facilities they should contain small browsing libraries, discussion rooms, recreation rooms, and music listening rooms with small record libraries.

5. A new dining/community unit of the above type should be constructed for the use of residents of University Halls. In order to make this project economically feasible, these students should adopt a contract-eating plan. Contract-eating should be on a cafeteria selection, not a fixed menu, basis. Students should be made clearly aware of the relation between contract-eating and the cost of construction of the dining/community unit with all the amenities it will provide.

6. University dormitory space should continue to be available to all freshman men. Freshmen need a year of dormitory life as a preliminary to mature and informed choice from the range of on- and off-campus housing. Every effort should be made to raise the social and academic morale of life in freshman dormitories; for example, by continued strengthening of the counselor program.

7. Every effort should be made to reduce the currently high noise-carrying propensities of University Halls. All available evidence indicates that these dormitories are so noisy as to prevent proper study, even by contrast with other Cornell dormitories, such as those provided for women.

8. Sage dormitory should be converted into a graduate center. This center would serve to house an increased number of single graduate students of either sex. Particularly during their first year at the University, single graduate students may prefer living in individual rooms to sharing apartments with strangers. The graduate center would also serve as a dining/community unit for its residents. It would furnish quarters for organized activities of the whole graduate community.

9. Cascadilla Hall should no longer be used for residential purposes. All available evidence indicates that living conditions in the Hall fall below standards which the University can justify. It would appear that the age of the building makes its reconversion into an acceptable residential facility too costly to be practical.

10. The number of women presently housed in Sage dormitory should be housed in the new women's dormitory the construction of which has been authorized by the Trustees. Space for an increased number of undergraduate women students at Cornell would be created in the several women's dormitories when senior women are allowed to choose apartment living in the recommended new apartment construction. The Committee recommends no change in the University policy that all undergraduate women, with the exception of those affiliated with organized living groups, should be housed on campus.

11. Fraternalities and sororities at the University should be encouraged to increase their contribution to the academic purpose of their residents. Fraternalities and sororities have played a vital role in Cornell's history and will continue to do so. Organized living groups should be asked to improve study facilities for their members, to experiment with graduate and/or faculty residents, and to introduce browsing libraries with academically relevant contents.

12. Additional facilities should be provided in existing University buildings for student study and for student conversation. This step is particularly important as an interim measure, before additional study space is available, first through the impact of the new research library, and later through the achievement of the foregoing recommendations. Wherever possible, Cornell's schools and colleges should make available small classrooms and particularly seminar rooms for study purposes during non-class hours.

13. Housing policy at Cornell should be rooted in consultation among administration, faculty, and students. The University Faculty Committee on Student Affairs might well continue to serve this purpose. The Committee believes that the Cornell community would benefit from continuing consultation among administration, faculty and students concerning residential life, facilities, and future plans.

14. There should be continuing professional studies of the University's housing needs and plans. Such staff studies should include comprehensive and careful collection of data, i. e., evaluation of over-all site development, analysis of student living patterns, campus transportation problems, etc.

Respectfully submitted,

Professor Henry Elder, Chairman
Assistant Dean H. S. DePuy
Professor Jean Failing
Dean C. A. Hanson
Professor Philip J. McCarthy
Professor R. B. MacLeod
Professor Steven Muller
Vice President John Summerskill
Professor Stanley W. Warren

Student Government Representatives

Richard Ewing, President
Jonathan Steinberg
Rodney Stiefbold

BACKGROUND MATERIAL

Freedom in Choice of Living Arrangements

The University does not tell undergraduate men where to live. The General Information Announcement states: "Men are not required to live in the University dormitories and are individually responsible for making their own living and dining arrangements." Further: "A prospective student should not assume that admission to the University automatically reserves a space for him in the dormitories." However, all students are told that "Cornell University provides attractive, quiet (sic), living accommodations at reasonable cost. . ."

Policy with respect to undergraduate women is as follows: "All undergraduate women who reside outside the Ithaca area are required to live and take their meals in University dormitories or in sororities (for members only). Permission to live elsewhere in Ithaca is granted under exceptional circumstances. . ."

Graduate and married students are advised that there is some University-operated housing available for them and that inquiries concerning privately owned properties can be directed to the University's Off-Campus Housing Office.

Types of Living

1. Dormitory--Approximately one-third of Cornell's students live in dormitories. Following the earlier tradition at many coeducational universities, the men's and women's dormitories are located in separate areas of the campus and differ with respect to tradition and atmosphere, supervisory personnel, and regulation.

The men's dormitories include the Baker group, given to the University following World War I, and the adjacent University Halls opened in 1954. The Baker dorms are solidly built, spacious, rambling, inefficient, and well liked by the residents. The six University Halls which student fees are financing are institutionalized and stereotyped in construction and offer less privacy and less freedom from noise. Although 92 per cent of freshman men elect to live in these dormitories, the buildings are subject to criticism because of the noise and the impersonal atmosphere.

No separate dining facility is provided for men living in dormitories. These men eat at the Willard Straight, Home Economics Cafeteria, Dairy Bar, in Collegetown, and in their rooms. After the first semester, about 60 per cent of the men join fraternities and eat in these houses.

There are no house libraries or other special study facilities in the men's dormitories. All dormitories have a main social lounge and a lounge on the other four floors. These floor lounges are frequently used as studies. This is probably minimal rather than optimal space for recreational and study purposes. Further steps were taken this year to provide some facilities for casual exercise and sports in areas proximate to the men's dormitories.

The dormitories are administered jointly by the Office of Residential Halls and the Offices of the Deans of Men and Women. The former is responsible for physical maintenance, room assignment, collection of rent, and dormitory financing. The latter office is responsible for programming, dormitory counseling, supervision of students and discipline in the dormitory area.

The men's dormitory counseling system is headed by an Associate Dean of Men who is a mature, experienced person with a good academic background. Two graduate residents are responsible for each unit of approximately 225 men. (There is an apartment in each dormitory for a married graduate resident.) The graduate residents are carefully selected from a large pool of applicants and probably represent the best available personnel at this academic level. An undergraduate student counselor is assigned to each floor and each of these counselors is responsible for some 55 men. The undergraduate counselors have good grades and are also likely to be leaders on campus. The value and functioning of this undergraduate counseling system needs some re-examination and innovations will be made next year.

In the Cornell tradition, dormitory discipline is largely in student hands. The residents elect dormitory officers early in the fall and they also elect a Freshmen Residence Judiciary Board which deals with student offenses in the dormitory area. There are three clearly stated dormitory regulations, i. e., no women, no liquor, no gambling. Problems occur in the area of mass behavior where panty raids and other forays sometimes lead to considerable property damage and occasional serious personal injury. Habitual noisemakers are problems both for the residents and the staff.

If one asks what type of men live in this type of housing, one answer is all types attending Cornell. The 1500 freshmen who live in University Halls are diverse in backgrounds, course work, and aspirations. Some are studying hard in the dormitories, some are not. Morale, in general, appears moderately good but there is an impression of lack of serious purpose and somewhat scattered academic effort in the Halls themselves.

Eighty per cent of the undergraduate women live in the Risley, Balch, Dickson and Comstock buildings north of Fall Creek, or Sage and the Circle cottages in mid-campus, or Thurston Court. These are mainly older, substantial residences with spacious living, social and recreational facilities. Dickson, the most recent building, is sometimes criticized for its institutional arrangement of sleeping quarters along long corridors. As in the men's dormitories, telephone noise from the halls is a problem in women's residences and this must be remedied.

Each women's residence has its own dining hall and all women sign a comprehensive board-and-room contract. There is a considerable tradition and dignity associated with sit-down dining at evening meals in the women's dormitories and it is with reluctance that the University is gradually switching to cafeteria service to keep board costs down. The women appear divided in their opinion on this issue.

A house library and study facility currently exists only in Risley (freshmen). Other such units are planned. Recreational and athletic fields adjoin the main women's dormitories and a sports building is soon to be built in this area.

Administration of these dormitories differs from the men's in that there is a head resident in charge of each building, usually an older employee who is responsible to the Assistant Dean of Women. Head residents work cooperatively with the elected dormitory presidents and the other Women's Self Governing Association officers responsible for dormitory government. This self government is well established and effective. There is an upperclass "VP" with both counseling and disciplinary functions assigned to each corridor in the freshman women's dormitories.

All Cornell women are subject to curfew regulations with stricter rules applicable to first-term freshmen. Women desiring to stay out of the dormitories beyond 10:30 p.m. or those desiring out-of-town absences must "sign out."

As with the men, it is most difficult to characterize the type of women living in University dormitories. In general, their morale appears very good.

2. Fraternities and Sororities--Fraternities were enthusiastically welcomed to Cornell by President Andrew D. White and there are 57 active fraternity chapters located on this campus. A house typically accommodates some 25 to 30 men for sleeping and the number of active members who eat and meet at the house may be double that number. These houses are usually owned by a private fraternity corporation which assumes legal and financial responsibility for the house. Some houses have small or large mortgages with national fraternity associations; some are well endowed by alumni; a few lease University land or a University building.

All these fraternities have an advisor, frequently a faculty member and/or a local alumnus. Some fraternity advisors are actively interested in the welfare and progress of the students in their fraternity; some are not. Some advisors have academic interests, others have interests primarily in the financial aspects of fraternity living or in physical plant problems. The resident advisors have an association which meets occasionally and the University tries to work cooperatively with this group. In relationships with the resident advisors (and also with the Cornell Fraternity Alumni Association in New York City) understanding of University and fraternity goals has been insufficient and hostility to University authorities has hindered full cooperative effort.

The University through the Assistant to the Dean of Men does have cooperative working relationships with the active house presidents who comprise the Interfraternity Council and, in particular, with their officers and Steering Committee. These are intelligent and responsible young men and they react positively to ideas and recommendations concerning fraternity matters. At the same time it should be recognized that fraternity autonomy is zealously guarded by many alumni, as is self government by IFC, so that the University's influence on fraternity life is essentially indirect. Many houses are uncertain of themselves on academic,

social, or economic grounds and their requests for help far outreach the resources which have been extended to date by the faculty or administration.

Last spring one fraternity had a graduate student in residence and with the encouragement of the University four other houses now have graduate residents. According to the Assistant to the Dean of Men: "It is anticipated that these men will help set a tone in the house and provide stimulation in the area of scholarship. They can generally raise the sights of the members as far as their participation in Cornell as an academic community is concerned."

There is considerable opinion and little factual information about the type of student living in fraternities at Cornell at this time. Certainly some kind of change is taking place--according to both staff and students involved in fraternity affairs. The Assistant to the Dean of Men observes that freshmen are increasingly interested in the academic standing of particular fraternities. He believes "that the individual who fits into the neat mold as the potential fraternity man is not as prevalent on the campus . . . With the SAT scores of the entering students on the rise, new attitudes prevalent among entering students and frequent unfavorable publicity about the stifling of academic achievement in fraternities, the houses on the hill will have to re-evaluate their objectives and how they intend to achieve them." The Assistant to the Dean believes that the fraternity leadership is capable of stimulating progress along these lines.

This year a study of fraternity living at Cornell is being conducted under the direction of Professor Paul Van Riper and a committee of fraternity advisors. It is the hope of the sponsors, the Cornell Fraternity Alumni Association, that this study will diagnose strengths and weaknesses in the system.

There are 14 sorority chapters at Cornell, comparable to the average fraternity house in size and number of members. Each sorority has a house mother responsible to the Assistant to the Dean of Women. Living regulations in sororities are essentially the same as in the women's dormitories and enforcement is up to WSGA. Policies specific to sororities are determined either by the Panhellenic Council of sorority presidents or the local alumnae advisors to each house. In general, sorority women at Cornell do well academically, live comfortably, and present extremely few morale or disciplinary problems.

In addition to fraternities and sororities there are a number of association or cooperative houses. Telluride has national recognition for the intellectual calibre of its membership and the programs it sponsors. Young Israel, Watermargin, Cayuga Lodge, Algonquin Lodge, serve the religious ideal, or financial needs of a number of students at Cornell. At least three of these houses have financial problems. The University has attempted to support units serving particular groups of students by various means short of outright money grants.

3. Off-Campus Housing --The largest segment of Cornell's male student population lives in apartments, rooming houses and trailers. Many men get together in groups of two, three, or four, to share an apartment and sometimes

to share cooking. Rooms with or without cooking facilities are rented by individuals. This type of living is usually cheaper than University housing and dining and has the added advantage from the students' viewpoint of privacy and lack of supervision or interference by the University. Some students say that they leave dormitories or fraternities because they can study better in off-campus housing.

On the other hand, students also complain about the fire and safety hazards which exist in many older dwellings--and it is estimated that serious hazards do exist in approximately one-third of off-campus properties. Competent University inspectors will examine properties when invited to do so by owners and if the dwelling meets University fire and sanitation standards it will be so listed by the Off-Campus Housing Office, Day Hall. However, University inspectors cannot possibly visit the thousands of dwellings used by students and because comprehensive inspection and enforcement by municipal officials was previously lacking many students are now in hazardous and unsafe housing. This year both Cornell and the City of Ithaca have stepped up their inspection programs.

Other problems encountered in off-campus housing include sporadic rent-gouging and contract-breaking and some form of discrimination along color lines admitted by nearly 50 per cent of the property owners. To ease the former difficulties, the University provides standard contract forms for property owners and the University Proctor serves as a mediator. The University recently issued a set of housing standards for property owners and a set of suggestions for prospective student tenants. Inclusion of an anti-discrimination clause was worked out with the State Commission Against Discrimination and brought the commendation of that agency. SCAD will investigate and resolve student complaints about discrimination when asked to do so by the University.

Again, it is difficult to characterize the types of students living off-campus. There is, of course, a large number of mature married students. There is also a substantial number of independents--some serious about their studies, some not. There is also a beatnik element, like up-state New York beatniks. And there are many men who have deserted campus dormitories or fraternities "to get some work done"--many with plans to be married soon. One thing is clear, the present alternative housing arrangements provided by Cornell do not interest many of these students.

Pattern of Distribution

1. Dormitory--The University now provides dormitory accommodations for approximately 1900 undergraduate men from an enrollment of 6175. There are dormitory accommodations for approximately 1550 undergraduate women from an enrollment of 1930. In addition, some 185 single graduate and professional students live in dormitories from an approximate enrollment of 2000.

Further, there are 98 students (chiefly graduate) living with their families in the University-operated Pleasant Grove Apartments. There are approximately 82 additional students and families (both graduate and undergraduate) in the University-operated Cornell Quarters (formerly Vetsburg).

In total, Cornell provides dormitory or apartment housing for approximately 3500 undergraduates and 330 graduates from a total enrollment of approximately 10,500.

As to geographical distribution, the men's dormitories are concentrated on the western section of the campus approximately 1000' from the Main Library. The women's dormitories are concentrated in the northeastern section of the existing campus approximately 3000' from the Main Library. The Sage Dormitory for women is in the central campus 1000' from the Library. Pleasant Grove apartments are on the northeast fringe of the campus at approximately 1-1/2 miles from the Library. Cornell Quarters are off-campus in a southeastern direction at a distance approaching two miles.

2. Fraternities and Sororities--There are some 2020 men living in fraternities. These are chiefly non-freshman undergraduates but also include approximately 100 professional and graduate students. Women living in sororities number approximately 385--entirely non-freshman undergraduates. In addition, there are some 125 students living in cooperative houses or associations.

Fraternities are located along the western and northern edges of the campus at distances of 1500' to 3000' from the Library. Sororities are located chiefly in the fraternity area in the northern section of the campus.

3. Off-Campus Housing--There are about 800 undergraduate men and 370 graduate men in rooming houses. There are an additional 895 single undergraduate men in apartments and 430 single graduate men in apartments. In addition, there are 390 married undergraduates in apartments and 685 married graduates in apartments. In summary, there are approximately 1170 students in rooming houses and 2400 students in privately-owned apartments.

When account is taken of approximately 250 students living at home within commuting distance, the total number of Cornell students living in private dwellings off-campus reaches 3810.

The largest off-campus settlement is in Collegetown where some 1150 students are located in a six-block area 2500' from the Library. Other students live throughout East Hill, in Cayuga Heights, downtown, along the east and west shores of Lake Cayuga and in surrounding smaller communities. There are no accurate data on this distribution.

Main Relationships

1. Study --Cornell has never been, nor has it pretended to have been, a true residential University. Andrew D. White's view: "The erection of dormitories is one of the greatest mistakes which a university or college can make." Cornell men have valued their independence and their right to live where and as they chose. The dormitories here have served more as a means toward securing an education at Cornell rather than as an integral part of the educational

experience itself. Housing has been provided primarily for women and freshmen and the reasons appear sociological and moral rather than pedagogical.

In this context it is not surprising that study conditions in the dormitories are determined almost entirely by the individual students, are subject to minimum University influence, and are mediocre. The dormitory staff was formed outside the academic bailiwick and is concerned primarily with morale and discipline (as someone must be). In a University faculty of some 1300 very few express active interest in Cornell's dormitory life or its improvement.

Physical defects in some dormitories compound this situation. This is particularly true in the University Halls which were built as economically as possible and consequently with minimum facilities for quiet study and for recreation. Complaints about noise are heard about most college dormitories built in the U.S. since World War II but the problem seems particularly acute in the University Halls at Cornell. This is partially due to the large proportion of double rooms contrasted with singles which is an economy measure forced upon most colleges today. The noise problem is further enhanced in University Halls by the quality and type of construction.

Despite these basic difficulties there are data showing significant differences in academic grades between the various units of University Halls. Because these units are structurally identical the grade differences are likely due to differences in supervision and program. Accordingly, a number of changes will be introduced in the dormitory counseling program next year and the effects will be followed with interest.

Among the recent or planned changes: 1) A new men's dormitory coordinator, the first with faculty status and the first to live in. 2) Further strengthening of academic aspects of freshman orientation. 3) Strengthening of academic aspects of counselor training, begun this year. 4) Reduction of counselor-to-student ratio from 1-to-55 to 1-to-30 in one dormitory on an experimental basis. 5) Graduate student counselors in one dormitory on an experimental basis. 6) Establishment of further house libraries in dormitories. 7) More rigid structuring and enforcement of quiet hours in dormitories. 8) Elimination or shielding of open telephones in corridors. 9) Efforts to improve faculty-student relationships (see below).

As previously noted, women living in dormitories at Cornell have fewer difficulties with study conditions.

Fraternity and sorority study conditions vary considerably from house to house. Some chapters have good academic standards and try to select members interested in maintaining decent study conditions in their houses. For other chapters this is irrelevant. The quality of leadership and membership seems crucial here and there is no obvious relationship between the academic interest and standing of a fraternity and the construction of the house. Some of the top fraternities academically are located in old, run-down buildings and some are in new

construction similar to that of University Halls. Some houses are used extensively as study halls and others are not.

Many upperclassmen who live off-campus say they can get more work done and it would be valuable to know whether, in fact, there is more work done in off-campus housing.

2. Sleeping--A basic assumption in dormitory planning at Cornell is that students will have their "own" rooms, a place to study and sleep. These two functions are not separated physically as in some college dormitories. Accordingly, individual rooms here are provided with both beds and desks and separate study facilities within the dormitory are minimal. Some fraternities and sororities are built on this principle and others are not. Some chapters provide bed-study rooms for students in groups of two, three, or four, whereas others have sleeping rooms for larger groups and provide separate study space. Similarly, off-campus housing is divided on this principle. Generally, rooming houses offer a combined sleep-study space to the student whereas many apartments offer bedrooms with a separate room(s) for study use.

It would be worthwhile to investigate academic and other differences associated with the "personal room" vs. "dormitory" concepts in residential life at Cornell.

3. Eating--The existence and apparent value of residential dining for women has already been mentioned. Although there are some gripes about the food, the contract arrangements, etc.--as in any institutional dining situation--the women's dining halls provide better food for the women at cheaper rates than the men can get off-campus. Yet, with the fraternity alumni and leadership to the fore, there has been considerable resistance to contract dining for men as established at nearly all universities. This has prevented the establishment of a first-class dining hall in the men's dormitory area where, with a contract plan, students could obtain good food with more economy and more convenience. Such a facility with appropriate attendant lounges and recreational rooms would make a significant contribution to the morale of the freshman class and would tend to draw much of the social and recreational noise out of the dormitories themselves thus creating better conditions for study there.

It is recognized that establishment of a freshmen commons for men would compound the problems of fraternities and the University would be obliged to do something about this. The small chapters have a difficult time maintaining a kitchen and dining room and depend on dining revenue from each freshman class.

Off-campus eating facilities in restaurants and apartments vary from excellent to horrible. There is substantial economy in cooking one's own meals but discussions with students indicate the average student has neither the time nor inclination to prepare meals regularly. Consequently, although the proposed University apartments will have kitchenette facilities any substantial development of further housing on campus will also increase the load on University cafeterias.

Here again contract dining would be economically desirable for both the students and the University. For example, the present dining facilities in the women's dormitories could accommodate many of these male diners but there would be no justice nor equanimity in coeducational dining unless men and women were subject to the same contract obligations.

4. Social--When the new women's sports building is completed the Cornell coeds will have one of the finest, most comprehensive social and recreational setups on any American campus. The men living in dormitories are not so fortunate. First, the absence of dining halls means less social opportunity at meal-time and it also means there is no larger space in the men's dormitories which can be transformed into a dance floor, concert hall, or game room. Similarly, the space and facilities for recreation outside the men's dormitories are inadequate. Fortunately, the larger Cornell social and recreational situation appears to take up much of the slack--although the entering freshmen do not always find their way easily into this sophisticated new world.

Social features of fraternity and sorority living need no assistance from this committee.

The off-campus social situation is complicated and challenging. Although many of these students are truly independent, by choice, others are members of the University community only by virtue of the fact that they enrolled at Cornell and attend classes. This is true of many foreign students. Their campus social life centers around Willard Straight which has substantial problems of money and plant. If the University cannot provide housing and attendant social experience for these students then there should be a major effort to provide more social opportunity on a community basis for off-campus students.

5. Faculty/students--In discussion after discussion, no matter in what housing context, Cornell students talk about inadequate contact with their teachers. This is particularly true of students in Engineering and Arts and Sciences. In the main, classrooms and residences at Cornell are two different worlds. Progress with this problem awaits more basic decisions by the faculty and administration on the importance of undergraduate education in the scheme of things at Cornell.

Steps which can and will be taken with reference to dormitories include:
1. This study and report by the University Faculty Committee on Student Affairs on present and future housing. 2. Development of closer working relationships between the college offices and dormitory counselors regarding students in academic difficulty. 3. Opportunities for academic advisors to visit freshmen in the dormitories. 4. Initiation of "faculty associates" plan in three women's dormitories, i. e., small faculty groups visiting "their dormitory" from time to time, assisting officers and staff in program planning, etc.

On the fraternity scene there are also noticeable stirrings directed towards improved faculty-student relationships. First, there was the recent \$5000 gift by

IFC for a faculty study in the new Research Library. Secondly, the fraternities have held an increased number of faculty talks and discussions and one continuing seminar series was particularly successful. IFC took the cue and voted funds to subsidize further seminars in fraternities and a number of distinguished faculty are participating in this program this year. Perhaps the faculty's most important point of impact and influence on fraternity living is through the resident advisors' system. Interested faculty can make a real contribution to the academic and personal welfare of students in this capacity and there is an acute need for more faculty participation if the fraternal living situation is to more adequately meet the academic needs of Cornell's students today.

With regard to off-campus housing, faculty-student relationships are minimal and there are no known solutions.

SUMMARY OF THE REPORT OF PROFESSOR HENRY ELDER
CHAIRMAN OF THE UNIVERSITY FACULTY COMMITTEE ON STUDENT AFFAIRS
FEBRUARY 17, 1960

Professor Elder reviewed the events leading to the establishment of the Faculty Committee on Student Affairs in which there is student representation, stressed the emphasis of the committee in placing responsibility on students, spoke optimistically of the improved relations which have come to the campus, of the new Cornell spirit of loyalty, pride and a feeling of participation, and gloried in the new student outlook with its emphasis on learning. He warmly applauded the cooperation he had enjoyed in the 34 meetings of the Committee with his fellow members, representatives of the administration, and students. He called attention to the report on housing which is the result of a most intensive study of all the housing accommodations of students, and which makes concrete suggestions concerning the need for additional housing, the nature of that housing, and improvements that can be made in existing University housing. Other issues that came under the searching investigation of the committee were: orientation, the advisory system, CURW, and fraternities.

SUMMARY OF THE REPORT OF PROFESSOR A. HENRY DETWEILER
CHAIRMAN OF THE UNIVERSITY FACULTY COMMITTEE ON STUDENT CONDUCT
FEBRUARY 17, 1960

Professor Detweiler described the Committee procedures used in carrying out its responsibilities, mentioned the major causes that make disciplinary action necessary, including a current wave of stealing, and outlined corrective measures. He graciously acknowledged the cooperation provided by various administrative officers and the devotion of his fellow committeemen to their many and unpleasant tasks.

2924

Olin Hall
Room M
March 9, 1960

The meeting was called to order by the President at 4:30 p.m., with 72 members present. The minutes of the meeting of February 17 were approved as previously distributed, with the addition of the following correction: The Dean of the Law School, Professor Gray Thoron, moved an amendment to the resolution of the Committee on the Scheduling of Public Events, as introduced by Professor Frederick S. Erdman, concerning the designation of May 14 as Spring Day, that would exclude the Law School from its provisions. The amendment was accepted by Professor Erdman and the second, and the resolution as amended was then adopted without opposition.

The Chairman of the Committee on the Festival of Contemporary Arts, Professor Henry Elder, called attention to the richness of events planned for the Fourteenth Festival of Contemporary Arts in poetry reading, musical composition, painting and sculpture, invited faculty attendance, not very hopefully, and requested that faculty members advise students of the variety and colorful attractions of the program.

On behalf of the Committee on Nominations, Professor Lawrence Adams Burckmyer, Jr., its chairman, presented a slate of candidates for positions to be filled in the standing committees and boards of the Faculty and on the Board of Trustees, which had been distributed

with the call of the meeting, and moved the acceptance of the slate and that it be referred to the Committee on Elections for further action. The President called for other nominations but none were made. The motion was then adopted without opposition. The report of the Committee on Nominations, as approved by the Faculty, is appended to the official minutes of the meeting.

Professor Herbert F. Wiegandt, Chairman of the Committee on Cooperative Purchasing, reported on the four years of operation of the Ithaca Staff Purchases. A copy of his report is appended to the official minutes.

The meeting adjourned at 5:05 p.m.



Paul W. Gates
Secretary

COMMITTEE ON COOPERATIVE PURCHASING
REPORT TO THE FACULTY
MARCH 1, 1960

In December 1953 the Committee on the Economic Status of the Faculty appointed a subcommittee to study means by which purchasing economies could be extended to the Faculty. It will be recalled that discount privileges, which had been made available to the faculty on an ad hoc basis by the University Purchasing Department, were the source of complaints of local merchants embarrassing to the University administration. In the October 1954 meeting, the Faculty approved a resolution calling for creation of a Committee on Cooperative Purchasing. A committee of five members was subsequently elected by the faculty.

The Committee on Cooperative Purchasing formed a corporation under the laws of the State of New York known as Ithaca Staff Purchases, Inc. Stock of this corporation (five shares) was issued to the members of the Committee on Cooperative Purchasing. In April 1955 an office was opened in Barnes Hall and in September 1957 the office was moved to 211 Sheldon Court, the present place of business of the corporation.

Ithaca Staff Purchases, Inc. experienced rewarding growth during its first four years of operation (1955-1958) including the recession years 1957-58. This past year, a year of improving business conditions generally, has seen a reversal of the previously uninterrupted growth of business of the corporation and results for the first two months of 1960 indicate that the down-turn of 1959 is continuing in 1960. Gross sales for January and February of 1960 are down 1/3 from the level of last year.

<u>Year</u>	<u>Sales Volume</u>
1956	182,000
1957	220,000
1958	228,000
1959	214,000

During the past year, 2017 staff members or approximately two-fifths of those eligible to use the services, made one or more purchase. Single orders were placed by 856 staff members, while 356 staff members, approximately seven per cent of those eligible placed five or more orders. The latter accounted for fifty per cent of the 5632 orders placed in 1959.

Your Committee feels that the present trend in the volume of business of the Corporation reflects a marginal interest of the faculty in this economic "fringe benefit". Attempts to quantify the aggregate benefits to the faculty arising out of the existence of Ithaca Staff Purchases are not very meaningful. Perhaps it is sufficient to remark that the discount privileges negotiated by the staff of the corporation are a refreshing novelty in this stronghold of the "just price". It would not be an exaggeration to suggest that the benefits from the services of the corporation are reflected far beyond the sales of the corporation to the Cornell Staff.

Interruption in the growth of Ithaca Staff Purchases presents some interesting policy and planning problems. Your Committee has planned for continued growth until the capacity of the existing staff was exhausted. The existing staff - a manager and one office assistant - can handle an estimated total annual business of \$300,000 distributed over the year as at present. In other words, total costs can be expected to vary slightly over a considerable range of business volume and unit costs therefore would tend to decline proportionately as volume increases.

Your Committee is aware that in the case of cooperative purchasing, the effective voting power of the faculty is reflected in the volume of business and the Faculty may very well be content with contraction of services offered by Ithaca Staff Purchases. However, the present range of products, rates of discounts and numbers of participating local merchants reflects the energy and initiative of the present staff. If the operation should be curtailed by indifference on the part of the Faculty and other staff, your Committee visualizes this process as cumulative and ending in a minimum catalog order service. This would be, of course, acceptable to the Committee, but we would be derelict if we did not call the attention of the Faculty to recent trends in the fortunes of Ithaca Staff Purchases.

Slate of the Committee on Nominations

At the meeting of the University Faculty to be held on March 9, 1960, the following names will be placed in nomination by the Committee on Nominations. Nominations from the floor will be in order. The election will be conducted by mail ballot between the March and April meetings of the Faculty. Biographical sketches of the nominees are enclosed.

For Faculty Trustee - Five year term - One to be elected

George P. Adams, Jr.
Knight Biggerstaff
W. David Curtiss
John A. Hartell
Howard G. Smith
William A. Wimsatt

For the Faculty Council - Three year terms - Four to be elected

Mario Einaudi and William R. Keast
Marlin G. Cline and Robert M. Smock
Bart J. Conta and William H. Erickson
Cyril L. Comar and Marvin D. Glock

For Secretary of the University Faculty - Three year term

Frederick S. Erdman and Paul P. Van Riper

For the Committee on Nominations - Three year terms - Three to be elected

Philip G. Johnson and Charles G. Rickard
Glenn H. Beyer and John G. B. Hutchins
John R. Johnson and John R. Moynihan

For the Committee on the Economic Status of the Faculty - One to be elected
Five year term

Alice H. Cook and Melvin G. deChazeau

For the Committee on the Economic Status of the Faculty - One to be elected
Four year term

Paul Olum and Herbert F. Newhall

For the Committee on Cooperative Purchasing - Five year term - One to be elected

John M. Rathmell and Jeremiah J. Wanderstock

For the Committee on Academic Freedom and Tenure - Two to be elected - Four year terms

Paul W. Gates and Robin M. Williams, Jr.
Alice M. Briant and Harry Levin

For the Committee on Academic Freedom and Tenure - One to be elected - Three year term

Kenneth I. Greisen and Charles G. Sibley

For the Board of Physical Education and Athletics - Three year term -
One to be elected

John B. Rogers and Doris T. Wood

For the Board on Student Health - Three year term - One to be elected

Richard H. Barnes and Patricia C. Smith

For the Committee on Student Affairs - Three year terms - Two to be elected

Harold Feldman and Thomas R. Nielsen
Casper L. Cottrell and Dennis G. Shepherd

For the Committee on Student Conduct - Four year terms - Two to be elected

A. W. Laubengayer and Charles O. Mackey
Frederick K. T. Tom and George H. Wellington

Committee on Nominations

H. H. Dukes
P. W. Gilbert
J. K. Loosli
L. W. Morse
P. M. O'Leary
F. H. Stutz
P. P. Van Riper
Harold H. Williams
L. A. Burckmyer, Jr., Chairman

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Biographical Sketches of Nominees
(in Alphabetical Order)

ADAMS, GEORGE P., JR., Professor of Economics, has been a member of the University Faculty for 20 years and was chairman of the Department of Economics for 11 years. He was an Instructor at Robert College, Istanbul, Turkey and Economist, U. S. Department of State, 1944-46. He has been a member of the following University Faculty committees: Economic Status of the Faculty, as chairman; University Policy and Nominations. He was also a member of the Executive Committee, Social Science Research Center and Educational Policy Committee of the College of Arts and Sciences.

BARNES, RICHARD H., Professor of Nutrition and Dean of the Graduate School of Nutrition, has been a member of the University Faculty for 4 years. He was formerly Research Chemist, Scripps Metabolic Clinic, La Jolla, Calif.; Teaching Assistant, Instructor and Asst. Prof., University of Minnesota; Director of Biochemical Research, Asst. Director of Research, Assoc. Director of Research, Merck Sharp & Dohme, Inc.; Rockefeller Foundation Delegate to Symposium on Lipids, Paris, France, 1948; Honorary Professor of Biochemistry, Rutgers University, 1948; Consultant to the Division of Biology, National Science Foundation, 1951; Special Consultant, Division of Biological Chemistry, Office of Naval Research, 1950.

BEYER, GLENN H., Professor of Housing and Design and Director, Cornell University Housing Research Center, has been a member of the University Faculty for 12 years. He was Economist in the federal housing agencies, 1937-47. He is a member of the Building Research Advisory Board, National Academy of Sciences-National Research Council; Vice Chairman, Technical Advisory Committee on 1960 U. S. Housing Census; Research Committee, National Building Research Institute; Steering Committee for Research, American Institute of Architects; Executive Committee, Housing Research Center; Governing Board, Social Science Research Center; and the Home Economics College Committee on Research.

BIGGERSTAFF, KNIGHT, Professor and Chairman of the Department of History, specializing in Modern Chinese History, has been a member of the University Faculty for 22 years. He was an instructor in Chinese Language and History, University of Washington, 1936-38; Chinese Secretary, U. S. Embassy, Chungking, 1945-46. At Cornell, he was Chairman of the Dept. of Far Eastern Studies, 1946-56. He has been a member of the University Faculty Committee on Nominations, Social Science Research Center Executive Board, and the Committee on Educational Policy, College of Arts and Sciences.

BRIANT, ALICE M., Professor of Food and Nutrition, came to Cornell as a graduate student in 1938, had two years of graduate study at Michigan State College, returned to Cornell to complete graduate studies and has been a member of the University Faculty since 1944. She has been a member of Graduate Fellowship Area Committee for the Biological Sciences, and the Committee on Admissions and Counseling of the Graduate School of Nutrition. In the College of Home Economics, she has served on the Scholarship Committee, the Library Committee and the Student-Faculty Committee.

CLINE, MARLIN G., Professor of Soil Science, has been a member of the University Faculty for 17 years. Before coming to Cornell, he served as Soil Scientist of the United States Department of Agriculture in North Dakota, Hawaii, Tennessee, and New York. Since joining the University Faculty he has worked primarily in Soil Morphology, Genesis, Classification, and Surveys, with special assignments

(See other side)

for work in Africa, Hawaii, the Philippines, and the Soviet Union. He is a member of the University Library Board, the College of Agriculture Library Committee, and the College of Agriculture Committee on Scholarships.

COMAR, CYRIL L., Professor of Radiation Biology, has been a member of the University Faculty since 1957. Before that, he was Chief of Biomedical Research at the Oak Ridge Institute of Nuclear Studies (three years); Professor of Biophysics at the University of Tennessee and Director of Atomic Energy Program there (eight years); and Professor of Biochemistry at the University of Florida (five years). He is presently consultant on matters of radiation and health to the Food and Agriculture Organization, World Health Organization and Radiation Committee of the United Nations, the Atomic Energy Commission, the Public Health Service, and the Oak Ridge Institute of Nuclear Studies. He is a member of special committees of the National Academy of Sciences and the National Committee on Radiation Protection, an honorary member of the American Veterinary Medical Association, and was on the U. S. Delegation to the Conference on Peaceful Uses of Atomic Energy (Geneva). He was awarded the Medal of Honor of the City of Paris for organizational work with UNESCO and is presently Associate Editor of the Journal of Nutrition.

CONTA, BARTHOLOMEW J., Professor of Mechanical Engineering, has been a member of the University Faculty for 14 years. He has also been employed by the Research Laboratories of the Texas Company, the Engineering Department of the du Pont Company, and by Syracuse University as Professor of Mechanical Engineering. At Syracuse, he was a member of the University Senate, Chairman of the Graduate Studies Committee in the College of Applied Science, and a member of several other college and university committees. At Cornell, he has been a member of the University Faculty Committee on the Economic Status of the Faculty, an advisor in the Orientation Program, and a member of the Standing sub-committee on Orientation of the University Faculty Committee on Student Affairs. He is secretary of the Faculty of the College of Engineering and a member of numerous committees within the college.

COOK, ALICE H., Associate Professor of Industrial and Labor Relations, specializing in the field of Trade Unionism, has been a member of the University Faculty for 8 years. She has been Labor Officer and Cultural Affairs Officer, High Commission for Germany; a member of the Industrial & Labor Relations Graduate Committee; Curriculum Committee; Academic Standards Committee; International Affairs Committee. She has been a member of the Academic Standards Committee, Cornell Chapter A.A.U.P.

COTTRELL, CASPER L., Professor of Electrical Engineering, has been a member of the University Faculty for 19 years. He was also at Cornell between 1920 and 1927 as a graduate student and instructor in Physics. Between periods of service at Cornell, he served in various capacities with the University of Maryland, Kenyon College, Centre College, Bureau of Standards, Patent Office, Signal Corps, Westinghouse, and Munsell Color Corp. He is presently Secretary of the Faculty of Electrical Engineering, Admissions Officer and freshman class adviser, and in charge of the tutoring program for all engineering freshmen. He was a member of the University Faculty Committee on Registration and Schedules. He is a Fellow, American Association for the Advancement of Science and of the Illuminating Engineering Society.

CURTISS, W. DAVID, Professor of Law and Associate Dean of the Law School, has been a member of the University Faculty for 13 years. He has also taught at the University of Buffalo and at the University of Michigan summer session, and has served as Special Attorney in the United States Department of Justice. He has

been a member of the University Faculty Committees on Nominations, Registration and Schedules, Calendar, and Inter-Faculty Relations, and of the Administrative Committee on Military Service. He is now a member of the Board on Traffic Control. During World War II he served in the United States Navy, being discharged with the rank of Lieutenant Commander. He has been Research Consultant to the New York Law Revision Commission and is presently the Executive Secretary of this state law reform agency. As Secretary-Treasurer of the Cornell Law Association he has general responsibility for Law alumni activities.

DE CHAZEAU, MELVIN G., Professor of Business Economics and Policy and Director of the Doctoral Program at the Graduate School of Business and Public Administration and former Acting Dean, has been a member of the University Faculty for 12 years., with special field of interest in Managerial Economics, Government-Business Relations and Analysis of American Industries. He was Professor of Marketing, University of Chicago; Assistant, Associate and Professor of Economics, University of Virginia; Asst. Professor of Research, University of Pittsburgh; Tutor and Instructor, Harvard University; consulting and part-time positions with various Federal Agencies, including Director of non-Military Division of Program Bureau, War Production Board; Senior Staff of Council of Economic Advisers. He has also held various consulting and research positions, including Research Staff of Committee for Economic Development and Director of National Bureau of Economic Research, Inc. He is presently chairman of the Policy Committee and Curriculum Committee, School of Business and Public Administration.

EINAUDI, MARIO, Goldwin Smith Professor of Government, has been a member of the University Faculty for 15 years. He was Chairman of the Department of Government from 1951 to 1956; in 1959, he began a second term as Chairman of the Department. He has been a member of: the University Library Board, the Cornell University Press Board of Editors, the University Fellowship Board, and Chairman of the Social Sciences Area Committee of the Fellowship Board. He is now a member of the Humanities Council.

ERDMAN, FREDERICK S., Professor of Mechanical Engineering, was an instructor for four years while doing graduate work, and has been on the University Faculty since September 1941. Before coming to Cornell, he taught for a year at the American University of Beirut (Lebanon) and was on the faculty of the School of Engineering at Robert College, Istanbul (Turkey) for eight years. He served for a term as a Visiting Engineer at the Brookhaven National Laboratory, and has served as a consultant to the Laboratory and several industrial and legal firms. He has been a member of the University Faculty Committee on Student Activities, Inter-Faculty Relations, and Nominations, and is on the Committee on Academic Freedom and Tenure and the Committee on the Scheduling of Public Events (Chairman). He was a member of the Architectural-Engineering Advisory Council and a Faculty Representative on the I. F. C. Committee on Discrimination. He served for a time on the General Committee of the Graduate School. In the College of Engineering, he has served on several committees including the Policy Committee (Chairman) and the Committee on Graduate Degrees, among others. He has served on the Executive Committee of the Cornell Chapter of the American Association of University Professors, as well as being President two years, and serving on other committees. He has been Cornell University representative for A. S. E. E. for three years.

ERICKSON, WILLIAM H., Professor of Electrical Engineering and Assistant Director of the School of Electrical Engineering, has been a member of the University Faculty for 15 years. Before coming to Cornell, he was Transmission Engineer, Duquesne

Light Company, Pittsburgh, Pennsylvania. He has been a member of the following University Faculty committees: Inter-faculty Relations, Standards In Graduate Work, Health Insurance and Student Alumni Leadership. He has also been a member of the following Engineering committees: E. E. Faculty, E. E. Graduate, Engineering Policy, Fuertes Contest Agriculture Engineering Curriculum Administration, Engineering Teaching Training, E. E. Student Conduct, and Scheduling. He is a member of the University Faculty Committee on Academic Freedom and Tenure (until July 1, 1960).

FELDMAN, HAROLD, Associate Professor, Department of Child Development and Family Relations, College of Home Economics, with field of interest in the social psychology of the family, has been a member of the University Faculty since 1948. He is a former member of the University Faculty Committee on Undergraduate Scholarships and of the Executive Committee of the Cornell Social Science Research Center. He has been a member of the Committees on Core Curriculum, Petitions and Academic Standings, and Faculty-Student Relations in the College of Home Economics.

GATES, PAUL W., **John Stambaugh** Professor of American History, has been a member of the University Faculty for 24 years. Before coming to Cornell, he was Professor of History at Bucknell; had teaching assignments at Harvard, Duke, Missouri, Western Reserve, and U.C.L.A.; Agricultural Economist-Agricultural Adjustment Administration; Consultant to 2nd Hoover Commission; Historical Expert to Department of Justice on Indian Claims; Past President of the Faculty Research Club, and a member of various other committees within the College of Arts and Sciences. He is currently Secretary of the University Faculty (until June 30, 1960), and in that capacity is an ex officio member of the following University Faculty committees: Faculty Council, as Secretary; Academic Freedom and Tenure; and Membership of the University Faculty, as Chairman.

GLOCK, MARVIN D., Professor of Educational Psychology, has been a member of the University Faculty for 10 years. Before coming to Cornell, he served with the U. S. Navy and on the staff of Michigan State University. He has been a member of the Governing Board of the Social Science Research Center and of the Graduate Fellowship Area Committee for the Social Sciences. At present, he is a member of the University Faculty Committee on Academic Freedom and Tenure. He has also served on a number of committees in the College of Agriculture.

GREISEN, KENNETH I., Professor of Physics and Nuclear Studies, with special research interest in cosmic radiation, has been a member of the University Faculty since 1946, having received his Ph. D. at Cornell in 1942. He is at present a member of the General Committee of the Graduate School Faculty Board, the University Committee on Student Aid, and of the Academic Records Committee of the College of Arts and Sciences.

HARTELL, JOHN A., Professor of Architecture and Art, joined the University Faculty in 1930. He had previously taught at Clemson College and the University of Illinois and worked in the offices of several New York architects. He has served on the following University Faculty committees: The Festival of Contemporary Arts, as chairman; Music; and the Faculty Council sub-committee on Student Affairs. He has also been a member of the Library Board. He is currently a member of the University Faculty's Committee on Undergraduate Scholarships, Committee on Student Aid, and the Faculty Council.

HUTCHINS, JOHN G. B., Professor of Business History and Transportation in the Graduate School of Business and Public Administration, and Professor of Economics, Department of Economics, has been a member of the University Faculty for 19 years, specializing in Economic and Business History and Transportation. Before coming

to Cornell, he was an instructor in Economics, Rutgers University, 1937-40. He was a Visiting Lecturer in Economics, Harvard University, 1946; Division Chief, War Shipping Administration, 1942-45; Director, Brown-Wales Company, Cambridge, Mass., 1945. He has been a member of the University Committee on Lectures; General Committee of the Graduate School; Area Fellowship Board; Chairman, B. & P. A. Curriculum Committee. At present, he is a member of the Library Board, the University Faculty Committee on the Economic Status of the Faculty, and the B. & P. A. Curriculum Committee.

JOHNSON, JOHN R., Todd Professor of Chemistry, with special field of interest in organic chemistry, has been a member of the University Faculty for 33 years. He was engaged in the Office of Scientific Research and Development (1940-45) and the State Department, West Germany (1951). He has been a member of various committees of the College of Arts and Sciences, the University Faculty, and the Graduate School.

JOHNSON, PHILIP G., Professor of Science Education and Chairman of the Section on Science Education in the School of Education, has been a member of the University Faculty for 20 years. He has also been a Specialist for Science, Division of Secondary Education, U. S. Department of Education. He is currently a member of the Professional Degrees Committee and Petitions Committee in the College of Agriculture.

KEAST, WILLIAM R., Professor and Chairman of the Department of English, joined the Cornell faculty in 1951 as Associate Professor of English. He previously taught at the University of Chicago. He has served as a member of the Educational Policy Committee, the Committee on Academic Conduct, and the Humanities Council of the College of Arts and Sciences; the Fellowship Board of the Graduate School; the University Lecture Committee, the Advisory Committee on Regional History and University Archives, the Board on Traffic Control, and the Administrative Board of the Cornell University Council.

LAUBENGAYER, A. W., Professor of Chemistry, has been a member of the University Faculty for 32 years, with major field of interest in teaching and research in inorganic chemistry and teaching and administration of General Chemistry courses taken by freshmen. He was an instructor for two years at Oregon State College. He has been engaged in committee work in the College of Arts and Sciences and has served on inter-college committees on curricula and on science teaching. He has also served on the University Faculty Committee on Nominations and is currently a member of the Area Fellowship Committee of the Graduate School and chemical consultant for the Standard Oil Company of Ohio and for Olin-Mathieson Chemical Corporation.

LEVIN, HARRY, Associate Professor of Child Development and Family Relationships, has been on the Cornell faculty since 1955. After completing graduate work in Psychology at the University of Michigan, he was a Social Science Research Council postdoctoral fellow at Harvard and then a research associate and assistant professor at the Laboratory of Human Development, Harvard University. He is at present a research adviser to the United States Office of Education and to the National Institute of Mental Health. He is a member of the Committee on Petitions and Academic Standing of the College of Home Economics.

MACKEY, CHARLES O., John Edson Sweet Professor of Engineering and Head of the Department of Thermal Engineering, has been a member of the University Faculty for 34 years. He has served as Secretary of the Faculty of the School of

Mechanical Engineering, and on several committees of that school and of the College of Engineering. He is a former member of the University Faculty's Committee on Tenure and Efficiency, University Policy, and Nominations. He is currently a member of the Curriculum Committee of the School of Mechanical Engineering.

MOYNIHAN, JOHN R., Professor of Engineering Mechanics and Materials, has been a member of the University Faculty for 30 years. He has been a member of the following University Faculty committees: University Policy, Student Affairs, and Economic Status of the Faculty, and a member of the Administrative Board on Physical Education and Athletics. He is currently a member of the Engineering College Policy Committee.

NEWHALL, HERBERT F., Professor of Physics and Engineering Physics, has been a member of the University Faculty for 18 years. He has been a member of the University Faculty Committee on the Scheduling of Public Events and the Committee on Student Conduct, and of the Administrative Board of Physical Education and Athletics. He has also been a member of the Arts College Committee on Academic Records. He is currently a member of the Engineering College Policy Committee.

NIELSEN, THOMAS R., Associate Professor of Soil Science, College of Agriculture, with major field of interest in soil chemistry, has been a member of the University Faculty since 1956. Prior to this, he was at the University of California. He has been Chairman of the Curriculum and Requirements for Graduation sub-committee of the Ad Hoc Committee of the College of Agriculture. He is currently a member of the Petitions Committee, College of Agriculture, and the Administration Committee for the Master of Secondary School Science degree of the Graduate School.

OLUM, PAUL, Professor of Mathematics, has been a member of the University Faculty for 10 years. He was previously a member of the Institute for Advanced Study and Theoretical Physicist, Los Alamos. He has been a member of the University Faculty Committee on Academic Freedom and Tenure; the Academic Records Committee and Educational Policy Committee of the Arts College; and the Ad Hoc Committee for Revision of Standards of the Graduate School. He is at present a member of the General Committee of the Graduate School.

RATHMELL, JOHN M., Associate Professor of Marketing, Graduate School of Business and Public Administration, has been a member of the University Faculty for 8 years. He received the B. S. degree at North Central College in 1933, the M.B.A. degree in 1940 and the Ph. D. degree in 1951 at the University of Pennsylvania. Before coming to Cornell, he was associated with Lansing B. Warner, Inc., Chicago, Ill., 1933-36; Cromar Company, Williamsport, Pa., 1936-39; and taught at Hillyer Jr. College, Hartford, Conn., 1940-43 and the University of Pennsylvania, 1946-52. He organized the Cornell Marketing Management Forum and is the author of various articles for professional journals.

RICKARD, CHARLES G., Professor of Veterinary Pathology, has been a member of the University Faculty for 15 years. He was also Research Assistant at the University of Michigan. He has been a member of the University Faculty Committee on Student Activities and Student Conduct, and of the College Committee on Admissions. He was a former Editor of The Cornell Veterinarian for two years. At present, he is a member of the Administrative Board on Student Health, the College General Committee and College Scheduling Committee.

ROGERS, JOHN B., III, Assistant Professor of Civil Engineering, has been a member of the University Faculty for three years, specializing in Construction Engineering and Administration. He participated in varsity football and swimming at Cornell as an undergraduate and coached freshman football at Cornell while doing

graduate work. He is at present Chairman of the Civil Engineering faculty committee on Student Activities and class advisor. For the past three years he has been the United Fund Cabinet Member in charge of the Engineering College.

SHEPHERD, DENNIS G., Professor of Mechanical Engineering in the Department of Thermal Engineering, has been a member of the University Faculty since 1948. He was previously Chief Experimental Engineer, A. V. Roe of Canada, Ltd., and on the turbojet research staff of Power Jets, Ltd., England. He has been a member of the General Committee and Chairman of the Graduate and Honors Committees in the School of Mechanical Engineering, and was also a member of the Engineering Graduate Committee in the College of Engineering. He is currently a member of the Engineering Policy Committee in the College of Engineering. He was Guggenheim Fellow, 1954-55.

SIBLEY, CHARLES G., Professor of Ornithology, has been a member of the University Faculty for 6 years, specializing in Ornithology. Before coming to Cornell, he was an Assistant Professor of Zoology at San Jose State College (1949-53); also at the University of Kansas (1948-49). He was a member of the Ad Hoc committee of the College of Agriculture on Farm Practice Requirements.

SMITH, HOWARD G., Professor of Electrical Engineering, has been a member of the University Faculty for 18 years. He graduated from Cornell in 1930, and received the M.E.E. degree in 1931 as a McMullen Fellow, and the Ph. D. degree in 1937. He has taught in the Department of Physics at Cornell from 1931-1933, and in the School of Electrical Engineering from 1934 to the present, and as Professor since 1947. He has served on the Board of Managers and Board of Governors of Willard Straight Hall, and on the University Faculty Committee on Broadcasting, Admissions and Entrance Credentials, and Registration Procedures. He was Engineering College representative on the Administrative Committee of the Division of Unclassified Students 1954-57. He has been an elected member of the Faculty Committee of the School of Electrical Engineering from 1945-54 and 1955 to date. He is currently a member of the University Faculty Council, having served since 1958.

SMITH, PATRICIA C., Associate Professor of Psychology, has been a member of the University Faculty for 11 years, with special field of interest in industrial psychology. Prior to her appointment at Cornell, she served as supervisor of personnel and as Director of Research for Kurt Salmon Associates (Consulting Engineers), and as personnel psychologist for the Aetna Life Insurance Company. She has also been a consultant on Evaluation for the National League for Nursing. She is Faculty Advisor, Arts College Council; a member of the Faculty Committee for assignment of Special Study Facilities in the Library; and several other similar assignments in the College of Arts and Sciences.

SMOCK, ROBERT M., Professor of Pomology, has been a member of the University Faculty for 23 years. He received his Ph. D. from Ohio State and worked as Junior Pomologist at the University of California until 1937. At present, he is engaged in teaching and research in fruit physiology and storage. He has served on the following committees in the College of Agriculture: Petitions, Experiment Station, Scholarship and Educational Policy.

TOM, FREDERICK K. T., Assistant Professor of Agricultural Education, has been a member of the University Faculty for 5 years. As an undergraduate, he was active in varsity basketball and in student government affairs and served as student body president at the University of Hawaii. At Cornell, he served four years as

a faculty adviser to undergraduates and graduates. He was a member of the College of Agriculture Farm and Home Week Committee and several School of Education committees. He has served as adviser to Cornell Agriculture Teachers Association (undergraduate) and Phi Delta Kappa (graduate professional fraternity). He is presently filling an appointive term of one year on the University Faculty Committee on Student Conduct.

VAN RIPER, PAUL P., Professor of Administration, Graduate School of Business and Public Administration, with special field of interest in political science and public administration, has been a member of the University Faculty for 8 years. He received the A.B. degree at De Pauw University in 1938, and the Ph.D. degree at the University of Chicago in 1947. He was instructor and Assistant Professor of Political Science, Northwestern University, 1947-51; Lecturer in Public Administration, George Washington University, 1951-52, and Visiting Professor, University of Chicago, 1958-59. He is a Lieut. Colonel in the U. S. Army Reserve. He has been Chairman of the Governing Board, Cornell Social Science Research Center (1956-58); University Faculty Committee on Registration and Schedules (1955-59); University Committee on Military Service (1953-58); Secretary to the Faculty of B. & P. A., (1953-56); Field Representative, B. & P. A. (1954-58); Chairman of the Committee on Advanced Degrees, B.&P.A., (1954-58); and a member of various other B.&P.A. committees, including Curriculum, Library, Scholarships, etc. He is Chairman, Research and Publications Committee, B.&P.A.; member of Advisory Board, Cornell Computing Center; Faculty Committee on Nominations (1957-60); University Committee on Research in Public Affairs (1959-60).

WANDERSTOCK, JEREMIAH J., Associate Professor of Hotel Administration, has been a member of the University Faculty for 14 years. He has been a member of the University Faculty Committee on Student Conduct, and was chairman from 1953 to 1957. He has been a member of the University Cabinet for the United Fund Drive (Community Chest), and was chairman for the drive in 1957. He is currently a member of the Board of Physical Education and Athletics and Faculty Advisor of the Swimming Team.

WELLINGTON, GEORGE H., is a Professor of Animal Husbandry, having joined the Cornell staff in January 1947. He received his Ph.D. from Michigan State University. He has served on the College of Agriculture Petitions Committee, the Ad Hoc Committee on Educational Policy of the College of Agriculture, and is currently Chairman of the standing Committee on Educational Policy for the College. He has been active as adviser of several student organizations: the Cornell Round-Up Club; the Ag-Domecon Council; the student honor society, Ho-Nun-De-Kah; and is now serving on the Executive Committee of the Wesley Foundation of Ithaca. He is a member of the American Society of Animal Production, the Institute of Food Technologists, and is presently Chairman of the Reciprocal Meat Conference, the professional organization of meats professors and research workers.

WILLIAMS, ROBIN M., JR., Professor of Sociology, has been a member of the University Faculty for 14 years. Before coming to Cornell, he served in the European Theater of Operations as a member of the Research Branch of the War Department. He has been a member of the Committee on Academic Records and of the Educational Policy Committee in the College of Arts and Sciences, and of the General Committee and the Fellowship Board of the Graduate School. He is a past president of the American Sociological Association and of the Sociological Research Association.

WIMSATT, WILLIAM A., Professor of Zoology and Chairman of the Department, with major field of interest in Histology and Embryology, has been a member of the University Faculty for 15 years and a Teaching Assistant in Zoology from 1939-43. Before coming to Cornell, he was instructor of Anatomy at Harvard Medical School, 1943-45. He has been a member of the University Policy Committee; Faculty Council; Faculty Committee on Student Conduct (chairman for three years); C.U.R.W. Board of Control and C.U.R.W. Council; Cornell University Press Board of Editors; Fellowship Board of the Graduate School; and University Faculty Committee on Long Range Planning. At present, he is a member of the Administrative Committee of the Division of Unclassified Students; Advisory Committee for Premedical Students, and Radiological Safety Committee.

WOOD, DORIS T., Associate Professor of Home Economics and Associate Director of Placement, N. Y. State College of Home Economics, has been a member of the University Faculty for 10 years. She was Director of Placement, Springfield College, and a Lieutenant in the U. S. N. R. - WR, 1943-46. She has been a member of the Student-Faculty Committee, Core Committee (sub-committee of Resident Educational Policies Committee). At present, she is a member of the sub-committee of Resident Educational Policies, Undergraduate Awards and Social Committee in the College of Home Economics.

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Olin Hall
Room M
April 13, 1960

The meeting was called to order at 4:30 p.m., on a truly springlike afternoon, with but 40 members present. The minutes of the meeting of March 9 were approved as previously distributed.

The President announced the death of John Musser Pearce, Professor of Pathology in the Medical College, on March 22, 1960. The Faculty rose in silent tribute to his memory.

The Dean formally presented the report of the Committee on Elections which had been distributed with the call of the meeting, and moved the acceptance of the report. The motion was carried without opposition.

The Dean gave his usual year end report of the activities of the many University Faculty committees at this meeting, because other issues are scheduled for the May meeting. This report of the Dean will be distributed to the members of the Faculty at a later time.

The President added to the Dean's observations on the thought being given to plans for the approaching centennial celebration, mentioning various proposals that are under consideration by the Board of Trustees for a capital fund raising campaign and the needs of the New York Hospital. Decisions as to the direction of the activities associated with the centennial celebration will be made by Fall.

The meeting adjourned at 5:00 p.m.


Paul W. Gates, Secretary

The Committee on Elections presents to the Faculty the following report covering the recent balloting for positions in University Faculty committees and boards. A total of 665 ballots were cast in the election, with the following results:

1. NOMINATION FOR THE OFFICE OF FACULTY TRUSTEE:

The number of votes received for the several candidates were: Professor George P. Adams, Jr., 255; Professor Knight Biggerstaff, 292; Professor W. David Curtiss, 246; Professor John A. Hartell, 143; Professor Howard G. Smith, 169; Professor William A. Wimsatt, 248. The Committee on Elections has informed the President that Professors Adams, Biggerstaff and Wimsatt were the three candidates receiving the highest number of votes and in consequence are the Faculty's nominees for the office of Faculty Trustee. In its report to the President, the Committee has advised him of the number of votes received by each.

2. FOR FOUR VACANCIES ON THE FACULTY COUNCIL FOR A THREE YEAR TERM:

For the first vacancy, 545 ballots were cast, of which 298, a majority, were cast for Professor Mario Einaudi.

For the second vacancy, 486 ballots were cast, of which 259, a majority, were cast for Professor Robert M. Smock.

For the third vacancy, 484 ballots were cast, of which 301, a majority, were cast for Professor William H. Erickson.

For the fourth vacancy, 511 ballots were cast, of which 312, a majority, were cast for Professor Cyril L. Comar.

3. FOR SECRETARY OF THE UNIVERSITY FACULTY FOR A THREE YEAR TERM:

535 ballots were cast, of which 324, a majority, were cast for Professor Paul P. Van Riper.

4. FOR THREE VACANCIES ON THE COMMITTEE ON NOMINATIONS FOR A THREE YEAR TERM:

For the first vacancy, 491 ballots were cast, of which 264, a majority, were cast for Professor Philip G. Johnson.

For the second vacancy, 512 ballots were cast, of which 273, a majority, were cast for Professor John G. B. Hutchins.

For the third vacancy, 509 ballots were cast, of which 292, a majority, were cast for Professor John R. Johnson.

5. FOR TWO VACANCIES ON THE COMMITTEE ON THE ECONOMIC STATUS OF THE FACULTY:

For the first vacancy for a term of five years, 520 ballots were cast, of which 335, a majority, were cast for Professor Melvin G. de Chazeau.

For the second vacancy for a term of four years, 527 ballots were cast, of which 273, a majority, were cast for Professor Herbert F. Newhall.

6. FOR ONE VACANCY ON THE COMMITTEE ON COOPERATIVE PURCHASING FOR A FIVE YEAR TERM:

521 ballots were cast, of which 295, a majority, were cast for Professor Jeremiah J. Wanderstock.

7. FOR THREE VACANCIES ON THE COMMITTEE ON ACADEMIC FREEDOM AND TENURE:

For the first vacancy for a term of four years, 551 ballots were cast, of which 324, a majority, were cast for Professor Paul W. Gates.

For the second vacancy for a term of four years, 496 ballots were cast, of which 304, a majority, were cast for Professor Alice M. Briant.

For the third vacancy for a term of three years, 520 ballots were cast, of which 307, a majority, were cast for Professor Kenneth I. Greisen.

8. FOR A VACANCY ON THE BOARD OF PHYSICAL EDUCATION AND ATHLETICS FOR A THREE YEAR TERM:

465 ballots were cast, of which 318, a majority, were cast for Professor John B. Rogers, III.

9. FOR A VACANCY ON THE BOARD ON STUDENT HEALTH FOR A THREE YEAR TERM:

537 ballots were cast, of which 311, a majority, were cast for Professor Richard H. Barnes.

10. FOR TWO VACANCIES ON THE COMMITTEE ON STUDENT AFFAIRS FOR A THREE YEAR TERM:

For the first vacancy, 502 ballots were cast, of which 275, a majority, were cast for Professor Thomas R. Nielsen.

For the second vacancy, 463 ballots were cast, of which 265, a majority, were cast for Professor Casper L. Cottrell.

11. FOR TWO VACANCIES ON THE COMMITTEE ON STUDENT CONDUCT FOR A FOUR YEAR TERM:

For the first vacancy, 502 ballots were cast, of which 354, a majority, were cast for Professor A. W. Laubengayer.

For the second vacancy, 494 ballots were cast, of which 253, a majority, were cast for Professor George H. Wellington.

Olin Hall
Room M
May 11, 1960

The meeting was called to order at 4:30 p.m. by the Provost with 104 members present. The minutes of the meeting of April 13 were approved as distributed with the call of the May meeting.

The Provost announced the death of Malcolm E. Miller, Professor of Veterinary Anatomy, on April 10, 1960. The Faculty stood in silent tribute to his memory.

The Dean announced that a report on the question of voluntary R.O.T.C. at Cornell would be made by the Joint Committee on Military Curricula and Requirements for Graduation at a special meeting of the Faculty on Wednesday, May 25, at 4:30 p.m.

The Chairman of the Hull Memorial Publication Fund, Professor Edward W. Fox, presented its annual report showing financial commitments for the publication of five works of scholarship, the use of most of its current funds, and a favorable balance.

The Chairman of the Committee on Academic Freedom and Tenure, Robert S. Pasley, presented a "Report and Recommendations on Principles of Academic Freedom and on Dismissal Legislation and Procedures", and moved the adoption of the following resolution with its Statement of Principles of Academic Freedom:

(1) Resolved, That this Faculty hereby adopts the following Statement of Principles of Academic Freedom applicable to the Faculty of Cornell University:

STATEMENT OF PRINCIPLES OF ACADEMIC FREEDOM

Academic Freedom for the Faculty of Cornell University means:

Freedom:

--of expression in the classroom on matters relevant to the subject and the purpose of the course and of choice of methods in classroom teaching;

--from direction and restraint in scholarship, research and creative expression, and in the discussion and publication of the results thereof;

--to speak and write as a citizen without institutional censorship or discipline;

andResponsibility:

--to perform faithfully the duties of the position;

--to observe the special obligations of a member of a learned profession and an officer of an educational institution to seek and respect the truth; ~~to be accurate in expression, and to give consideration to the opinions of others;~~

--to make it clear that utterances made on one's own responsibility are not those of an institutional spokesman.

The motion was properly seconded and in the discussion that followed, Professor Ephim G. Fogel moved an amendment to strike out in paragraph 2 of the section on Responsibility, the following: "and to give consideration to the opinion of others." Professor Eric A. Blackall in supporting the amendment inquired whether it would not be well to strike out in addition "to be accurate in expression." Professor William R. Keast said he would support the amendment if its sponsor would rephrase it to exclude, in the second paragraph, all after "truth". Professor Fogel then rephrased his amendment to strike out "to be accurate in expression, and to give consideration to the opinions of others;". The rephrased

amendment was accepted by the second, put to a vote, and carried without objection. The original motion on the adoption of the "Statement of Principles of Academic Freedom" was then carried without opposition. A copy of the revised Report and Recommendations on Principles of Academic Freedom and on Dismissal Legislation and Procedures is appended to the official minutes.

Professor Pasley then moved the adoption of the second resolution of the Committee on Academic Freedom and Tenure as follows:

(2) Resolved, That this Faculty recommend to the Board of Trustees that Article XVIII (8) of the By-Laws be amended by deleting the words in parentheses and by adding the words underscored in the following statement:

8. The Board shall have the right to dismiss and terminate the appointment of any member of the staff of instruction and research for failure to perform the duties required of the position which he holds or for such personal (misfeasance or nonfeasance) misconduct as shall make him unfit to participate in the relationship of teacher and student. Such dismissal shall be effected through such procedures as the Board may adopt. Such procedures shall provide for reasonable notice and an opportunity to be heard.

Professor John W. MacDonald spoke briefly on the origin of the phrase "misfeasance or nonfeasance" which the resolution seeks to change to "misconduct", maintained that the present language is more meaningful to lawyers but said he had no intention to oppose the resolution. The resolution was carried unanimously.

Professor Pasley next moved the adoption of the third resolution of the Committee on Academic Freedom and Tenure, as follows:

(3) Resolved, That this Faculty recommend to the Board of Trustees that the Board Legislation to Implement Article XVIII (8) of the By-Laws, providing procedure for dismissal of faculty members (being Item 14 of Board Legislation to Implement Revised By-Laws), be amended by:

(a) Deleting the words in parentheses and by adding the words underscored in the following excerpts:

The University reserves the right to dismiss and discontinue the appointment of any member of its faculties, on reasonable notice and after giving such member an opportunity to be heard, for failure to perform the duties required of the position which he holds or for such personal (misfeasance or nonfeasance) misconduct as makes him unfit to participate in the relationship of teacher to student.

* * * * *

B. If the faculty member desires a hearing, he shall so request in writing within thirty days of the receipt of the written charges against him, and he shall then be entitled to a hearing before (a board appointed by the President and consisting of five members of the University Faculty, of whom two shall be selected by the faculty member, two by the President and the fifth by the other four) a Hearing Board of the University Faculty appointed in the manner prescribed in sub-paragraph E below.

(b) Adding three new subparagraphs as follows:

E. There shall be a standing Hearing Board of the University Faculty consisting of five members of that Faculty, two of whom shall be appointed by the President and three by the Faculty Council at the beginning of each academic year. There shall be no prejudice against the reappointment of members of the standing Hearing Board. The standing Hearing Board shall select its own chairman from among its members.

F. A faculty member who has requested a hearing shall have the right, if he so desires, to designate in

advance of the hearing two additional members of the University Faculty to serve on the Hearing Board in his case. If, prior to commencement of a hearing, it develops for any reason that a member of the Hearing Board is unable to sit, or is disqualified from sitting in the particular case, a replacement shall be appointed by the same person or authority who appointed the member to be replaced. Once the hearing of charges in an individual case has begun, the members of the Hearing Board at that time shall continue to serve until the hearing is concluded, without regard to the expiration of their terms or to changes in the membership of the standing Hearing Board. If, after commencement of the hearing and before its conclusion, any member of the Hearing Board cannot for any reason continue to serve, the remaining members shall constitute the Hearing Board until conclusion of the case.

- G. The duty of the Hearing Board so constituted shall be to investigate each case, to conduct hearings, and to report findings and recommendations, in accordance with this legislation and with recognized standards for such proceedings. The Hearing Board shall investigate each case on its merits in the light of generally accepted principles of academic freedom and the criteria set forth in Article XVIII (8) of the By-Laws.

After the second there was considerable discussion. Professor MacDonald spoke for the resolution but questioned whether the two members to be named to the Hearing Board by the Faculty member who requested the hearing would be useful by the very nature of their selection. Professor Howard G. Smith questioned whether members of the Faculty who were thus appointed would serve. Professor Max Black spoke in support of the resolution which he regarded as a compromise between the old plan and other proposals for the new. Professor S. H. Bauer inquired whether the Hearing Board, as provided in the Resolution, might not be useful to a faculty member

prior to the bringing of charges against him. Professor Pasley explained that the Committee on Academic Freedom and Tenure is thus available to any member of the Faculty who wishes to take advantage of it. The motion to adopt the third resolution was then put to a vote and was carried unanimously.

Professor Pasley then moved the adoption of the following resolution:

RESOLVED, that this Faculty accepts the Report and Recommendations on Principles of Academic Freedom and on Dismissal Legislation and Procedures with the accompanying resolutions, as amended, and that it requests the President to transmit them to the Board of Trustees.

The motion was seconded and carried without opposition.

The meeting adjourned at 5:20 p.m.



Paul W. Gates
Secretary

Olin Hall
Room M
May 25, 1960

A special meeting of the Faculty to consider the status of R.O.T.C. in the University was called to order by the President, with 264 members present.

The President took the opportunity to assure the Faculty that the Andrew D. White Museum of Art will continue to be strengthened.

The Dean called upon Damon Boynton, Professor of Pomology, Dean of the Graduate School and Chairman of the General Committee of the Graduate School, to present a resolution for a change in the degree of Master of Secondary School Science to Master of Science for Teachers. Professor Boynton explained the background of the change the General Committee was recommending, particularly the objections of the Board of Regents to the degree which had earlier been adopted, and moved the following resolution:

WHEREAS on June 12, 1959 the Graduate Faculty approved a professional degree program for teachers of science, referring selection of the title for the new degree to the General Committee of the Graduate School, with instructions that the Faculty desires the title to indicate that the degree is a degree for teachers; and

WHEREAS on October 14, 1959, the University Faculty approved this same program with the title, Master of Secondary School Science; and

WHEREAS after consideration of objections raised to this title by representatives of the Board of Regents, the General Committee finds the title, Master of Science for Teachers more acceptable; and

WHEREAS no candidates have yet entered upon the professional degree program: Therefore be it

RESOLVED, That on recommendation of the General Committee of the Graduate School, the title be changed from Master of Secondary School Science to Master of Science for Teachers, and that the President of the University be requested to transmit the new degree program under the title, Master of Science for Teachers, to the Trustees for their action.

The motion was seconded and without further discussion was carried unanimously.

The Professor of Educational Psychology and Measurements, John S. Ahmann, representing the Joint Committee on Military Curricula and on Requirements for Graduation, was called upon by the Dean to present a report on the recommendation of the Executive Board of Student Government that R.O.T.C. be made voluntary at Cornell. Professor Ahmann outlined the detailed study the Joint Committee has made of the status of R.O.T.C. at Cornell since the action of the Executive Board of January 27. The Joint Committee was particularly concerned with the difficulty of acquainting freshmen with the importance of R.O.T.C. to them as a means of satisfying in part their military obligation. Professor Ahmann stressed the changes that have been introduced into the program in the past fifteen years and others that are planned for next year, including the use of civilian instructors in fields like Speech, Psychology and Military History. The Joint Committee, fearing that the number of students moving into advanced R.O.T.C. under a voluntary program would

seriously decline, recommended that the "present military training requirements of two years be reduced to a one year requirement." Professor Ahmann concluded by moving that the report of the Joint Committee be received by the Faculty. The motion was seconded and carried without opposition.

The Dean then called upon the Susan Linn Sage Professor of Philosophy, Max Black, who was delegated by the Faculty Council to present its position in support of the abolition of compulsory R.O.T.C. Professor Black moved the adoption of the following resolution:

RESOLVED, That the University Faculty recommends to the Board of Trustees that the military program of Cornell University be made an elective program.

After the second, Professor Black observed that notwithstanding the report of the Joint Committee the University Faculty Council had voted unanimously in opposition to the continuation of a compulsory requirement, that the newly elected members who take office in July were equally unanimous in opposition to the present requirement, and emphasized that Cornell is the only Ivy League institution, and only one of a very few institutions in New York State, that have such a requirement. He questioned the need of the requirement, the educational consequences of the time investment in military training, and maintained that the military training program is not relevant to the educational program.

Professor Paul P. Van Riper expressed the fear that voluntary programs at Cornell and elsewhere would not provide the "crucial balance" between officers drawn from the colleges and those coming up through the ranks, and favored therefore a one year requirement. Other statements or inquiries were made by Professors Ralph N. Campbell, Arthur J. McNair, Robert Elias and Associate Professor Carl S. Herz.

The question was then called, the vote on the resolution was taken, and it was adopted by 202 ayes, 40 nays. Twenty-two members refrained from voting.

To make the recommendation of the Faculty more formal, the Dean moved the adoption of the following resolutions:

RESOLVED, That the University Faculty finds that the University's obligation under its charter as a Land Grant institution and its responsibility to the nation's defense and to its students can adequately be fulfilled without requiring military instruction of its male undergraduates: Therefore be it

RESOLVED, That the University Faculty recommends to the Board of Trustees that the present military training requirement of two years be rescinded; and be it

RESOLVED further, That, the Board of Trustees concurring, the military training program be placed on a voluntary basis as of September, 1960, or on the earliest practical date thereafter.

The motion was seconded and carried by a voice vote.

The President remarked that he had already consulted the agenda for the June meeting of the Board of Trustees in anticipation of the action of the Faculty and was doubtful

whether the resolution could be considered until Fall. Concern of some members was expressed to have the issue settled in time to make Military Training voluntary in the Fall.

The meeting adjourned at 5:42 p.m.

A handwritten signature in cursive script, reading "Paul W. Gates".

Paul W. Gates
Secretary

Olin Hall
Room M
October 12, 1960

The meeting was called to order at 4:30 p.m. by the President with 148 members present. The minutes of the regular meeting of May 11 and the special meeting of May 25 were approved as previously distributed.

The President announced the deaths of the following members of the Faculty, and the Faculty stood in silent tribute to their memory:

Ruby Green Smith, Extension Professor Emeritus of Home Economics, on May 13, 1960.

George I. Dale, Professor Emeritus of Romance Literature, on June 19, 1960.

Montgomery E. Robinson, Professor Emeritus in Extension Service, on July 16, 1960.

Donald L. Finlayson, Professor Emeritus of Fine Arts, on July 24, 1960.

Charles W. Breimer, Assistant Professor of Clinical Radiology (Medical College), on July 28, 1960.

Herbert David Laube, Professor Emeritus of Law, on September 12, 1960.

The President called attention to the selection of 1965, the 100th anniversary of the year during which the University charter was signed, as the year of the forthcoming Centennial celebration. He reported the formation of a Centennial Planning Committee, established by action of the Board of

Trustees at its June, 1960 meeting and consisting of the following members:

- Arthur H. Dean '19, Chairman (Chairman, Board of Trustees)
- S. S. Atwood (Provost)
- Damon Boynton '31 (Professor of Pomology; Dean of the Graduate School)
- Walker L. Cisler '22 (Chairman, Executive Committee)
- Judge Mary H. Donlon '20 (Vice Chairman, Executive Committee)
- Jay E. Hedrick (Professor of Chemical Engineering, Chemical and Metallurgical Engineering)
- William R. Keast (Professor of English; Chairman, Department of English)
- Austin H. Kiplinger '39 (Vice Chairman, Cornell University Council)
- William Littlewood '20 (Trustee)
- Deane W. Malott (President)
- Jansen Noyes, Jr. '39 (Vice Chairman, Cornell University Council)
- William R. Robertson '34 (Chairman, Cornell University Council)
- Francis H. Scheetz '16 (Trustee)
- Leslie R. Severinghaus '21 (Trustee)
- J. L. Zwingle (Vice President)

The President stated that the Committee had met twice during the summer and that there would be an increasing enlistment of counsel and support from the entire Cornell community.

The President noted that an apparent increasing concern about the grading system and standards had been confirmed by a special committee appointed by him to advise him on this matter, and that the problem had been referred to the Dean of the Faculty and the University Faculty Council for further consideration. He stated that an Advisory Committee on Admissions Policy, with representation from the Faculty, administration, and Board of Trustees, had been formed by the Board of Trustees to consider general policies and procedures in terms of the future.

Provost S. S. Atwood then outlined the origin and development of the new Materials Science Center, established through a grant from the Department of Defense's new Advanced Research Projects Agency of more than six million dollars for the first four years and involving a cooperative effort on the part of at least six and perhaps more departments and schools. The President in commenting on this project stressed the importance of the relationship between research and teaching, and stated that the decision to accept the grant did not signify any intention to move away from the concept of Cornell as fundamentally a teaching institution.

In advising the Faculty of Trustee actions, the Dean reported the election of W. A. Wimsatt, Professor

and Chairman, Zoology, as Faculty Trustee. The report on dismissal procedures recommended by the Faculty Committee on Academic Freedom and Tenure and approved by the Faculty on May 11, 1960, was, he stated, under study by a subcommittee of the Executive Committee of the Board of Trustees. The Dean reported that the Board of Trustees had in June approved the recommendation of the Faculty that R.O.T.C. be made voluntary, but with the following provisos:

(1) That the Administration be requested to urge the Department of Defense to take all possible steps continuously to improve the quality of the program of ROTC instruction at Cornell.

(2) That the Administration, in cooperation with the Faculty, be requested to institute a program of orientation, particularly for entering students, to inform and interest the student body in voluntary ROTC program in order that Cornell students may continue to qualify for military service as well trained officers.

(3) That the Faculty be requested to re-examine the academic curriculum in relation to the elective ROTC program and its effect upon the students' academic responsibilities and schedules, that it is in the national interest to seize every opportunity to strengthen and upgrade the University's academic program, and that particular encouragement be given to strengthening the curriculum concerned with political, social, and economic problems of grave national and world concern.

Significant efforts have already been made, the Dean said, toward a redesign of the R.O.T.C. orientation program, with the result that Fall enrollments in the freshman and

sophomore years, both now voluntary, have met or exceeded expectations. The Faculty Committee on Military Curricula has not only assisted in this matter, he said, but it is also engaged in a general consideration of the educational development of the R.O.T.C. program as a whole.

The Professor of Farm Management, S. W. Warren, Chairman of the University Faculty Committee on Student Affairs, then presented an interim report on behalf of that Committee on the effectiveness of the December, 1958, legislation of the Faculty concerning the organization of student government and related matters. He outlined the steps by which the recently distributed "Cornell Student Code" had been developed, and reported that it had been formally approved at all levels. The Committee had been especially pleased, he said, to observe the dedication and effectiveness of student leadership throughout the last two years. The Dean recognized, on behalf of the Faculty, the important and effective role played by both this Committee and the Faculty Committee on Student Conduct in this development.

The Dean then referred to the Off-Campus Housing Report, previously distributed, and recognized Professor John Summerskill, Vice President for Student Affairs, for the purpose of outlining current University efforts with respect to housing. He discussed the new off-campus

housing inspection program operating under the University Proctor and plans for the erection of a series of new dormitories and other housing.

The Dean indicated his intention to report to the Faculty on a current and continuing, as well as consolidated, basis. Then, as Chairman of the University Faculty Committee on Long Range Planning, he outlined the role of the Committee as a major coordinating agency on behalf of the Faculty with respect to the Centennial. He stressed the importance of the new Centennial Planning Committee, with its three Faculty representatives, as a link between the Faculty and the Trustees in the development of the Centennial effort, and expressed the desirability of continued Faculty initiative at all points. There will be, he stated, continued reports to the Faculty concerning Centennial plans.

As a special order of business the President called on S. A. McCarthy, Director of the University Library, for a report on the status of, and plans for, the new Research Library. The Director expressed hope that the new library would be open by the end of the Christmas vacation, and at the latest by the end of the mid-term vacation.

The meeting adjourned at 5:33 p.m.


Paul P. Van Riper
Secretary

Olin Hall
Room M
December 14, 1960

The meeting was called to order at 4:30 p.m. by the President with 101 members present. The minutes of October 12, 1960 were approved as previously distributed.

The President announced the deaths of the following members of the Faculty, and the Faculty stood in silent tribute to their memory:

W. O. Gloyer, Associate Professor of Plant Pathology, Emeritus, on September 28, 1960

Stephen F. Cleary, Professor and Head of the Department of Engineering Drawing, on October 16, 1960

C. V. P. Young, Professor of Physical Education, Emeritus, on November 12, 1960

W. E. Mordoff, Associate Professor of Mechanical Engineering, Emeritus, on November 15, 1960

The President reported briefly on his recent visit to Chile. He stated that the change in football coaches indicated no change in University policy with respect to football. The University budget was still in process of formulation, he noted, with expenditures continuing to rise. He then called on Jay E. Hedrick, Professor of Chemical Engineering and member of the Centennial Planning Committee, for a progress report on the Centennial effort of the University.

Professor Hedrick stated that various subcommittees had reported to the general Centennial Planning Committee by November 22. It was expected that the appraisal phase, including the definition of problems and their evaluation in terms of the University as a whole as well as the various Schools and Colleges, would be completed by February 1961. Beginning in February there should be a consideration of final objectives and goals with, hopefully, a final report by June 1961. Damon Boynton, Professor of Pomology and Dean of the Graduate School, also a member of the Centennial Planning Committee, noted that the important work lay ahead in the next six months. He stated that the work of the Committee had been greatly facilitated by the appointment of Wayne E. Thompson, Assistant Professor of Sociology, as secretary.

Dean Hanson then announced the appointment of a subcommittee of the Committee on Long Range Planning to examine the nature and extent of Cornell's interests in international affairs and to consider ways in which the University might in the future meet its needs and responsibilities in this area. Members of this subcommittee are Lauriston Sharp, Professor of Anthropology, chairman; Richard Bradfield, Professor of Soil Technology; Urie Bronfenbrenner, Professor of Child Development and Family Relationships; Henry Elder, Professor

of Architecture; Jay E. Hedrick, Professor of Chemical Engineering; Chandler Morse, Professor of Economics; Rudolf B. Schlesinger, William Nelson Cromwell Professor of International and Comparative Law; and William F. Whyte, Professor of Industrial and Labor Relations. The Dean stated that the subcommittee would welcome expressions of views from the Faculty and others concerned. The Dean also indicated that potential Faculty interest in an air charter service to Europe was being investigated by the Committee on Cooperative Purchasing, with a questionnaire to be distributed shortly.

The President then recognized Damon Boynton, Professor of Pomology and Dean of the Graduate School, for the purpose of presenting a motion with respect to a proposed professional degree for secondary school teachers in the subject fields of social science, English language and literature, speech and drama, mathematics, and foreign languages and literature (details previously distributed). Professor Boynton stated that the proposed degree of Master of Arts for Teachers (M.A.T.) had been approved both by the fields and Schools concerned and by the Faculty of the Graduate School. He then discussed briefly the experience with the previously approved degree of Master of Science for Teachers and indicated that the present proposal was in the nature

of a companion degree program involving language, English, social studies, and mathematics.

Professor Boynton moved that the degree of Master of Arts for Teachers and the program as outlined on the papers submitted to the Faculty be approved by the University Faculty. The motion was seconded and approved.

The President called on Martin W. Sampson, Associate Professor of Mechanical Engineering and Chairman of the Committee on Economic Status of the Faculty, for a report. Professor Sampson noted the appointment of the following subcommittees: " (1) on Faculty Salaries, chaired by Melvin G. de Chazeau, Professor of Business Economics and Policy; (2) on Retirement, chaired by Herbert P. Newhall, Professor of Physics; (3) on Tuition Exchange, chaired by Benjamin Nichols, Professor of Electrical Engineering; and (4) on Faculty Housing, chaired by Douglas F. Dowd, Associate Professor of Economics. Professor Sampson stated that the main priority lay in the matter of increase of basic salaries. He invited suggestions on this and other matters relating to the economic status of the Faculty.

The meeting concluded with a discussion concerning the closing of East Avenue to traffic and related matters. The chairman of the Board on Traffic Control, W. David Curtiss, Professor of Law, stated that the problem of traffic patterns was under study and that no final decisions had yet been reached.

Paul P. Van Riper
Paul P. Van Riper
Secretary

Olin Hall
Room M
January 11, 1961

The meeting was called to order by the President at 4:30 p.m. with 142 members present. The minutes of the meeting of December 14, 1960, were approved as previously distributed.

The President described briefly the recent trip to Russia by the Glee Club. He emphasized that, with respect to the so-called "Heald Report" on higher education in the State of New York, formal communications had been sent to the Governor, the President of the State University of New York, the head of the Department of Education, and the Board of Regents stressing Cornell's relationship to the State educational system and expressing a desire to explore further such additional relationships as might seem appropriate. The President then spoke to the budget for the endowed colleges, noting the likelihood of a tuition raise. He stated that in salary planning emphasis had been given to the situation of full professors, with the new budget reflecting, for them, a median increase of \$750 to a new median total of \$12,000; for associate professors the median increase would be \$500 to a median total of \$9,250; and for assistant professors a \$500 median increase to \$7,250. The University contributions to TIAA will increase from 9 to 10 per cent, he said; and now salary proposals have been made to the State for the faculties of the State supported units. The total budgetary increase in the

endowed colleges was expected to reach two millions, with the budget hopefully balanced.

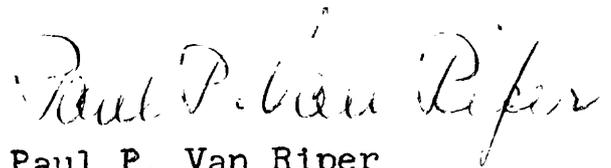
The Dean noted that the Secretary to the University Faculty would be on leave for the spring term and that, in the absence of any legislation concerning interim appointments, arrangements were being made with the Faculty Council to provide for a temporary substitute. The charter air service plans were developing, he said, and those indicating interest would be kept informed.

The President then called for a report (previously distributed in main part) from the University Faculty Committee on Student Affairs. On behalf of Stanley W. Warren, Professor of Farm Management, chairman, who could not be present, Steven Muller, Assistant Professor of Government, spoke for the Committee, stating that the present report was in response to previous Faculty legislation of late 1958. He noted that this legislation had provided for three new bodies: (1) a University Faculty Committee on Student Affairs, (2) a University Faculty Committee on Student Conduct, and (3) a new Cornell Student Government. Professor Muller briefly reviewed the development of and accomplishments of these agencies, emphasizing that there did in fact seem to have developed a new faculty-student cooperation and a revitalized student government with increased student interest and participation.

Professor Muller then moved the acceptance of the

report of the University Faculty Committee on Student Affairs. The motion was seconded and passed. The President expressed appreciation of the work of the committees and agencies concerned, and the indebtedness of the Faculty and administration to their efforts. He then again recognized Professor Muller for a second motion. Professor Muller moved approval of the legislative motion (previously distributed) proposed by the University Faculty Committee on Student Affairs, the effect of which would be to add the Dean of Students as an ex officio member of this committee. A copy of this legislation is appended to the official minutes. The motion was seconded and passed.

The meeting was adjourned at 5:05 p.m.


Paul P. Van Riper
Secretary

THE UNIVERSITY FACULTY

Office of the Dean

January 3, 1961

TO MEMBERS OF THE UNIVERSITY FACULTY:

On December 17, 1958, the University Faculty enacted legislation which created the Faculty Committees on Student Conduct and Student Affairs and authorized a new Cornell Student Government. This legislation also specified the newly constituted University Faculty Committee on Student Affairs and the Executive Agency of the Cornell Student Government to report to the President, the University Faculty, and the student body on the effectiveness of the recommendations adopted at that time.

There is attached herewith a report prepared in compliance with that legislation. The Faculty is advised that discussion of this report will constitute the Special Order of Business in the regular meeting of the Faculty on January 11, 1961.

January 4. 1961

A REPORT ON THE EFFECTIVENESS OF STUDENT AFFAIRS

LEGISLATION ENACTED BY THE UNIVERSITY FACULTY DECEMBER 17, 1958

Introduction

On December 17, 1958, the Cornell University Faculty passed certain legislation concerning student affairs. This legislation provided for the establishment of:

- I. "A University Faculty Committee on Student Affairs"
- II. "A new Cornell student government to which shall be delegated initial jurisdiction in the area of student activities."
- III. "A University Faculty Committee on Student Conduct"

The legislation also provided in Article V that "The University Faculty instructs the newly constituted University Faculty Committee on Student Affairs and the executive agency of the Cornell student government to report to the President, the University Faculty, and the Student Body at the earliest feasible date but no later than February 1, 1961, on the effectiveness of the recommendations adopted at this time."

In consequence of this legislation, the following appraisals have been secured by the Faculty Committee on Student Affairs and are reported at this time.

Statement by the Executive Board of Cornell Student Government

"It is the opinion of the Executive Board of the Student Government that the faculty legislation created an institutional structure that encouraged the free communication necessary to establish 'an atmosphere of mutual confidence and willing cooperation.' The principal channel through which the Faculty, Administration, and Student Body interact is the Faculty Committee on Student Affairs. In this forum, ideas and opinions are exchanged both before and after any of the constituent groups takes decisive action on matters of major importance. The result of this working relationship is that no questions have been referred to the University Faculty for final resolution because the Faculty Committee on Student Affairs and the Executive Board of Student Government could not reach accord. Student Government recommendations on policy matters before the University Faculty Committee on Student Affairs have always received thoughtful consideration. Likewise, the actions

(See other side)

of Student Government have been reviewed in an atmosphere of presumed acceptability.

The delegation of initial jurisdiction "in all matters relating to student activities and conduct" gave to the Executive Board much greater authority and responsibility than had previously been granted to the Student Council. The strains caused by the sudden existence of an authoritative body placed hierarchically above groups of long standing were initially but have not been critical in recent months.

In the area of student conduct, the Executive Board's most important step has been the enactment of this Student Code, to which other student groups have given necessary support. Thus the Executive Board responsibility in matters relating to student activities and conduct has been a working responsibility, for which it has received the respect and cooperation of other organizations, based on their recognition of the Faculty and Administration's cooperation with Student Government."

--Minutes of Executive Board of
Student Government-December 1960

Statement by the University Faculty Committee on Student Affairs

"The Committee on Student Affairs has developed procedures for working with Student Government which have been successful. Informal discussions have preceded formal decisions. The Committee has been most favorably impressed by the ability of Student Government to take responsibility for student activities and regulations and to utilize the counsel of the Committee on Student Affairs when appropriate.

Subcommittees have been established in areas of special concern. To date those include a standing subcommittee on orientation, an ad hoc subcommittee on housing and an ad hoc subcommittee on fraternities. The report on housing was presented in January 1960. The report was received well and will be implemented by the University within the next several years.

The Dean of Students and the staff of this office have given unstintingly of their time in working with the students to make the system operate smoothly. The Assistant Dean of Students has performed an outstanding service in the secretarial work of the Student Affairs Committee. To those devoted staff members, we are most grateful.

--Minutes of Faculty Committee on
Student Affairs-December 5, 1960

Statement by the University Faculty Committee on Student Conduct

"The Committee on Student Conduct is best qualified to comment on the effectiveness of the University Faculty legislation relative to two areas.

The first area concerns the Committee itself. Here, very little, if any, change is discernible in the quality and devotion of the Committee membership. The assignment to the committee of highly competent staff assistance does represent a change from the former situation and is of great help. The Committee would suggest no change in its present structure. It would, however, take this opportunity to express its appreciation to its staff members.

The second area is student discipline. All cases handled by the Men's Judiciary Board and the Women's Judiciary Board automatically are brought to the attention of the Committee, although only the more serious cases are reviewed by the entire group. There is evidence to support the belief that, in support of the Student Code, disciplinary actions imposed by the student judiciary boards are more strict than in the past. It might be reasoned that such actions should bring more cases before the Committee. On the contrary, some decline can be discerned."

--Memorandum from Chairman, Faculty
Committee on Student Conduct-
December 12, 1960

Summary by the University Faculty Committee on Student Affairs

In answer to the request to report on the effectiveness of the legislation, we are pleased to report that it has, on the whole, worked well. The new legislation has delegated greatly increased responsibility to Student Government. The students have been worthy of our trust. The most important result has been intangible--a new spirit on the campus. We look forward to the continued growth in this new spirit to give increased emphasis to scholarship.

(See other side)

LEGISLATION PROPOSED BY

THE UNIVERSITY FACULTY COMMITTEE ON STUDENT AFFAIRS

BE IT RESOLVED, That University Faculty legislation of December 17, 1958, establishing the membership of the University Faculty Committee on Student Affairs be amended by deleting the words in parenthesis and by adding the words underlined in the following excerpt:

"Membership:

Voting: Six members of the University Faculty elected by the Faculty for three year staggered terms.

(Three) Four ex officio members:

The Vice President for Student Affairs.

The Dean of the University Faculty.

The Dean of Students.

A member of the University Faculty Committee on Student Conduct chosen by that committee.

Non-voting: Two students selected by the agency.

The Chairman and Secretary shall be elected annually by the Committee from among the elected members of the Committee."

Olin Hall
Room M
February 15, 1961

The meeting was called to order by the Provost at 4:30 p.m., with 80 members present. The minutes of the meeting of January 11th were approved as previously distributed.

The Provost announced the deaths of the following members of the Faculty, and the Faculty stood in silent tribute to their memory:-

George H. Sabine, Susan Linn Sage Professor Emeritus of Philosophy, on January 18, 1961.

L. M. Hurd, Professor Emeritus of Poultry Husbandry, on January 23, 1961.

Hugh C. Troy, Professor Emeritus of Dairy Industry, on January 29, 1961.

The Dean announced that, in the absence of specific legislation covering the contingency, the Faculty Council had elected Frederick S. Erdman, Professor of Mechanical Engineering, to serve as Secretary of the Faculty during the Spring Term while Professor Paul P. Van Riper is absent on sabbatical leave.

The Dean also announced that the date for the Presidential Review of the ROTC units is Tuesday, May 9, at 5:00 p.m., and not on May 18, as announced previously.

The Dean called attention to the materials sent out by the Nominating Committee with the call to this meeting, urging all members of the Faculty to make use of their privilege of suggesting names to the Nominating Committee.

The Provost then reported to the Faculty on the University-State relations regarding educational policies and planning. He mentioned that the University had taken part in meetings at Albany prior to the Heald report (November 1960) and that the report was based in part on letters from the presidents of colleges throughout the State. President Malott, he said, had taken pains in presenting his views to be sure that they met with the approval of the Board of Trustees. He stressed the value to the State of the Contract Colleges, as they are now operating. The State Master Plan, released at the end of January, mentions Cornell University in some eleven places. It indicates that programs and facilities must be enlarged for the undergraduate programs in agriculture, home economics, and industrial and labor relations, consistent with the anticipated enrollment expansions. The desirability of enlarging rather than duplicating graduate facilities in the four contract colleges also is emphasized. Similar statements in the Regents' proposals and in the Governor's message were mentioned. There are some 150 bills before the Legislature this year concerned with education. Cornell, it was pointed out, has had a large and significant part in the planning, and has not been overlooked. It is **probable** that Cornell will not provide an appreciable part of the enrollment expansion outlined in the State Master Plan, inasmuch as Cornell has about reached its limit of growth.

The question as to whether the jurisdiction for tuition control lies with the State University Board or with the Cornell Board of Trustees is one that has been raised and is of considerable concern. President Malott and Mr. Arthur Dean, Chairman of the Board, have been conferring with the Governor in Albany and with members of the State University Board in New York City on this matter, and it appears that it will be worked out satisfactorily. It is, of course, felt to be the prerogative of our Board to set the tuition rates at Cornell. The fact that the Governor is a member of our Board makes for better understanding and good communication. Press releases, it is felt, have been fair in their statements. It seems that the State is willing and anxious that the four Contract Colleges continue as they are at present, doing an outstanding piece of work; and there is no proposal for duplication of them within the State. That relations with the State are good is indicated by the budget support that continues from year to year.

The State budget is before the Legislature in bill form now, and includes an increase of some \$900,000. for the State Colleges. If this goes through, it will mean an increase in the State support from 13.9 to 14.8 million dollars. Additional funds from the Federal Government and elsewhere bring the total of the State Colleges' share of the 1961-2 Cornell budget to 22.6 million, while the shares of the other divisions are: Endowed Colleges at

Ithaca, 39.8, the Medical College and Nursing School, 7.4, and the wholly owned subsidiaries (including the Cornell Aeronautical Laboratory) 17.0 million, making a total of 86.8 million. The increase for the State Colleges, for the first time in eight years, will provide for new positions: some 25 professional and 39 non-professional. An across-the-board increase in State College salaries of up to 7½% is proposed for this spring, and would be over and above the \$900,000. A like amount might be available later for merit increases.

Tuition and fees are \$1200 and \$225 respectively this year, and are increasing to \$1340 and \$260 for undergraduates and \$1240 and \$260 for graduates next year. The fees in the State Colleges will be over \$300, as the Master Plan calls for a minimum of \$300.

The Chairman of the Faculty Committee on the Scheduling of Public Events, Professor David Novarr, then moved the following resolution concerning Spring Day:

RESOLVED, that the University Faculty designate Saturday, May 13, 1961, as Spring Day, a University holiday, except in the Law School, and instruct the Committee on Registration and Schedules to schedule evening hours which members of the Faculty may use for classes and laboratories which are normally scheduled on that day.

The motion was seconded and passed.

A special order was a report on Physical Education and Athletics by the Director of Physical Education and Athletics, Mr. Robert J. Kane. A copy of this report is appended hereto.

There being no further business, the meeting adjourned at 5:35 p.m.

Frederick S. Erdman
Frederick S. Erdman
Secretary

February 15, 1961

by

Robert J. Kane

Director

This is a report of a department which is one of the University's most publicized and yet surprisingly few of the University family know very much about it. It is some solace that those who know most about it are its strongest advocates.

The department embraces all areas of undergraduate physical recreation: intercollegiate, intramural, and organized physical training. In 1936 a reorganization brought together formerly independent divisions of intercollegiate athletics and men's physical education and released from the College of Arts and Sciences the women's physical education department - all are combined now under the present Department of Physical Education and Athletics.

At least the coalition is business-like in structure, economical of man power, and accommodative to a most efficient use of facilities.

Coaches from the intercollegiate division furnish virtually all the man power for the required men's physical training program. Facilities, formerly jealously held by the dissonant divisions, are now put to multiple uses for the good of all.

During the last eight years the program has been vastly advanced by the building of several new units: Teagle Hall, Grumman Squash Courts, Moakley House, Lynah Ice Skating Rink, Collyer Boathouse. These have contributed to make Cornell's one of the best equipped recreational plants in the country. The women have been suffering along - and not altogether silently - with shamefully inadequate conveniences but construction of Helen Newman Hall is due to begin in April and this will provide a splendid up-to-date workshop for their activities.

The men's and women's physical training programs, which are compulsory for the physically able in the first two years of college, have the same objectives. The women's program has a blend of contemporary enterprises such as dancing, field hockey, lacrosse, interspersed with many carry-over sports - bowling, canoeing, equitation, archery, golf, tennis, badminton, skating. The men's program is almost wholly carry-over with individual initiative permitted in choosing their activities the entire second year. Here again squash, golf, tennis, skating, swimming, bowling, volley ball, badminton are the popular choices.

There is no attempt to try to create top physical conditioning by setting up standards of muscular performance. We try to present opportunities to play some sport which will appeal and which will continue to appeal for many years after college. The teaching must be rudimentary at best but they learn by playing - and despite the absence of standardized tests of physical proficiency there is obvious physical betterment and mental well being created for all those who take part; sometimes quite to their own astonishment. And because of the freedom of choice - they are doing what they want to do - they do it with enthusiasm. Regular exercise is wholesome and healthful. That many think so is demonstrated by the number of undergraduates who continue to come to Teagle,

Grumman Squash Courts, University Golf Course, after they are no longer required to do so - about 1000 a day. In fact we could use about 25 more squash courts to meet the demand.

There is only one requirement in the PT program for men, outside of attendance three times a week, and that is that all men must pass the basic Red Cross swimming test. They must stay in swimming class until they do. A most significant offering is the corrective program which is conducted under direction of the Medical Department.

There are presently an astounding average of 4668 men using Teagle Hall every day. 3328 are in the P.T. classes, 1130 are there of their own volition, including 110 faculty. 440 are there every day with the intercollegiate teams. We expect to add a solarium and a steam room in Teagle next year most particularly for the faculty - presumably for their cosmetic values. But how utterly needless!

The women's program has been bumped and jostled around unmercifully. It is now temporarily in Balch Hall until Helen Newman Hall is built. Classes are held in nine different buildings at present but thank goodness it is only an emergency situation. The women's staff and the girls themselves are to be commended for their patience. As with the men, the program allows freedom of choice - with the one exception that either elementary dance, gymnastic movement or individual gymnastics must be taken for seven weeks some time during the 80 weeks of school during the first two years.

The women's extracurricular program is sponsored and planned by student organizations, Women's Athletic Association and the Dance Club, and encompasses a wide field of activities which includes some intercollegiate competition with neighboring girls' schools.

The men have a flourishing intramural program and this also is planned by the undergraduates. In 1959-60 there were 10,234 participations - this inflated figure is explained by the fact that some men take part in more than one sport. The fraternities and the freshman dorm groups make up the great bulk of the participating teams. The philosophy of the program is "sports for the many rather than the few." It contrasts - and we think favorably - with the house and college programs at Yale and Harvard which are akin to the intercollegiate program merely on a lower level of skill.

Now we come to the intercollegiate athletic division, the controversial segment of our activities and the dynamic, colorful one. The one which represents the only way our University subjects itself to weekly contest with our fellow institutions, one of the few means employed to bring undergraduates of other colleges and universities to our campus. This is front window stuff. If there is a departure from excellence in teaching, a failure in hospitality, a manifestation of ungentlemanly conduct by teacher and pupils, it becomes a celebrated case.

This is the area where even distinguished academic institutions sometimes find irresistible an ill-gotten ride on de glory road - or the money that goes with it.

If there has ever been a scandal at Cornell I don't know of it. I am in my 22nd year of athletic administrative work here and there has never been a reason to apologize in that time.

There is, however, an incomprehensible tendency in this business to impute to all the sinfulness of the few. In my now long tenure I have seen nationally prominent Cornell athletes and nationally ranked Cornell teams. I have seen outrageously poor teams. I have seen a great many unexceptional years such as the present one - and over these nearly 22 years there has never been a change of Cornell policy. Just because we were No. 1 in the AP football poll in 1939 and No. 1 for 7/9's of the season of 1940, and just because we were on occasion in the first ten in 1948 and 1949 and 1950 does not mean we had special arrangements for football players in those years. No, the standards were precisely the same for them as for all others just as they are now - just as they were for the 1956 team which won one game or the 1960 team which won two. The boys on the 1939-40 and 1948-49 teams are doctors, lawyers, engineers, or just making money just as the ones will be from 1956 and 1960, hopefully. For example there were four of our players cited for National honors in 1949 and 1950. Here's what they're doing today: Fullback Jeff Fleischmann is teaching history at Exeter, having taken his Master's degree at Cornell; Center John Pierik is an orthopedic surgeon at Rhode Island General Hospital in Providence - a graduate of Cornell Medical College '55 - as is Halfback Hillary Chollet '54, chief surgeon, presently at Fort McArthur in San Pedro, California; Quarterback Pete Dorset is a lawyer in nearby Cortland recently prosecuting attorney for Cortland County - a graduate of Cornell Law School. If the boys from 1956 and 1960 are as noteworthy citizens as their more successful football predecessors they can be very thankful indeed.

Football is the parvenu of the intercollegiate athletic field. And yet it has never seemed to get outsized for its boots at Cornell. In 1939 we were undefeated. Among the victims were the Big Ten champions from Ohio State but no one got overwrought. There was excitement and fun and unbelievable campus esprit de corps, and lots of people came to the games. The players still had to go to classes. None became a tin god. All graduated. Their success was taken with vast equanimity by the University community as well as by themselves. We were invited to the Rose Bowl after the '39 season but it was promptly turned down. The season had been long enough, ruled the Athletic Board.

Our athletes come from all parts of this great University. Here is where the letter winners came from in 1959-60. This may surprise you.

Architecture	- 12
Arts	- 198
Agriculture	- 66
Hotel	- 28
I & LR	- 13
Engineering	- 146
Unclassified	- 2

Our intercollegiate relations historically have been excellent. We have always had pleasant relationships in athletics with the most eminent of academic institutions - how and why we were chosen to affiliate with the Ivy schools almost from the start is a pleasant mystery. Chronologically, in comparison with the others, we were babies in 1901 when the first organized intercollegiate league in the country, Eastern Basketball League, was formed with Yale, Harvard, Princeton, Columbia and Cornell. Why we were chosen in our infancy to associate with this venerable and haughty group I do not know. But we qualified from the start, apparently, and have held a solid and respectable place ever since. It is fair to say, I think, that this early publicly recognized association may have helped establish Cornell's image for more consequential things.

As you and I grow older some of us may forget how the torrid and swarthy juices of youth once raced through our veins. There are many in this room today, I am sure, who view intercollegiate athletics as a jarring feature of the Cornell program. To those who feel that way - and to those who never thought about it - it is well to point out that no student in Cornell has to come out for athletics. No student is here on athletic scholarship. All are out because they want to be. In 1959-60 there were about 1800 boys who participated at one time or another in our 21 varsity and 18 freshman sports. That is 1/3 of all the physically able men on this campus - a remarkable thing indeed.

You may wonder sometimes - as I do - competing in our league against fellow Ivy colleges - prestigious academic schools all - why we do not excel more often than we do. We are the largest school in enrollment. We beat Dartmouth in basketball last Saturday for the first time in ten games and we haven't won over Dartmouth in football since 1954. Dartmouth has half our male enrollment. We have beaten Yale only once in football in nine years. Princeton only three times in the same period. With our many and varied courses here we must appeal to vigorous young men. Are we to believe we are more effete than the young men at Yale, Princeton, Dartmouth? Heaven forbid! We always do all right in rowing, track, wrestling and these may be fairly considered manly activities. I believe we shall return to a reasonable measure of success in all sports, even in football and basketball, soon. In 1947 we were last in the Ivy football and soccer leagues. In 1948 we were champions in both. In 1935 we did not win a football game. In 1939 we were undefeated.

We have good students anyway. Our football players have never slipped below fourth in Ivy League academic standing. Each year the Ivy schools must report rank in class of all varsity football players. Cornell was first in 1960 in academic rank and last in football. But in 1948, 1949, when we won the league we were first - as we were in 1950 when we were second.

On the 1949 Ivy champions playing squad - those were 2 platoon days - there were six Tau Beta Pi's. So it may be concluded that one does not have to be dumb to be a good football player. It doesn't even help.

Last year all ten of our senior football players registered for graduate study - eight fulfilled their hopes, the other two will by next fall. One will enter Cornell Medical College, the other a dental college. So it is 10 for 10. Now these boys obviously didn't come here just to play football.

In fact when we try to persuade athletes to come here we sell our academic program, not our athletics. The athletes who can qualify come to get an education, same as everybody else. Of course they want to play their favorite sport too. The singer wants to sing - so we have a Glee Club. The writer and artist want to use their skills - that is why we have a Cornell Daily Sun, the Cornell Countryman, the Cornell Engineer and, until recently, The Widow.

There is nothing yet devised that serves as a focal point for all Cornell devotees as does football. There is nothing which brings alumni back to Ithaca in such large numbers. Cornell crowds have fallen off in recent years. Interesting thing - the faculty sale of season books dipped 16% more than the students when our football declined during the past eight years, and student sales are off 25% from the 1950 peak.

There has been a successful effort to depressurize football in the Ivy League and yet Yale had the largest crowds in the East last fall. It had crowds of 71,000, 63,000 and 47,000 to the Harvard, Princeton and Dartmouth games. Robert Maynard Hutchins made this observation in 1929, "The Yale Bowl will be an archaeological ruin in 25 years." The Bowl has outlasted Mr. Hutchins' forecast of doom by seven years now and Yale has every intention of seeing that it continues to do so for many years to come.

As to college football in general: In spite of ascendancy of the professionals the college attendance was the largest in history in 1960 - over 20 million - 20,403,409. The Ivy League and Southwest Conference were the only ones to show a decrease over 1959. The Ivies have lost ground steadily for eight straight years.

Now as to the future, how are our Ivy compatriots planning for it? Well, they don't appear to be going out of business:

Indoor ice skating rinks have recently been built at Brown (\$850,000), Harvard (\$525,000) and Yale (\$1,325,000); Dartmouth and Princeton have rehabilitated theirs at costs of \$125,000 and \$400,000, respectively. Columbia just completed a field house (\$850,000) and is about to start a gymnasium (\$7,500,000); construction of a field house at Dartmouth will begin in April (\$1,200,000); Princeton is about to start a field house (\$1,500,000) and additional playing fields, tennis courts and dressing quarters (\$530,000). Penn just built new squash (\$250,000) and tennis courts (\$160,000) and hopes soon to start an indoor hockey rink (\$750,000).

Harvard has raised an endowment for athletics of \$4,000,000. Yale and Princeton have similar projects under way.

We have just recently been given an official sanction to start an endowment fund for intercollegiate sports but the ink is hardly dry on the signature so we have made no progress.

I'm not a lot of things and I'm certainly not clairvoyant but I know that there will be an athletic program at Cornell at least as long as there are at the other Ivy schools. Without it our type of student would change and the character of the University would change. Change for the worse, say I, with clinical detachment.

We in the athletic department are proud of Cornell's intellectual excellence. We see no incompatibility as between brains and physical vigor. Our athletes have to be students first and we're all for this. No other idea is even tolerable. This University was built by men of intellectual and physical vigor. It has prospered because it has always attracted teachers and students of bold spirit and energy. The devotion and loyalty of the boys who became men on this campus built our magnificent University plant with their charity and generosity.

We must continue to attract young men of similar force and know when we do such men cannot grow solely on a diet of book learning. They are made for adventure, implausible risks. In this beautiful but secluded place we live in we must also provide wholesome outlets or the unwholesome will flourish and take over. The need of youth for aspiration and recognition, the desire to be part of a congenial and a dedicated group - these are burning motivations. And do you realize in this day of automation, the school bus, the automatic shift,

that competitive athletics provide just about the only incentive left for physical self-discipline?

Our culture is in continuous demand of dynamic men of learning and wisdom, men of confidence to lead, men with healthy outlook, and Cornell must help provide them. What we do in our department has an indispensable part in this serious mandate.

Olin Hall
Room M
March 8, 1961

The meeting was called to order by the Provost at 4:30 p.m. with 114 members present. The minutes of the meeting of February 15th were approved as previously distributed.

The Provost made some comments regarding the case before the courts between Cornell and the City concerning tax exemption of the group housing project. He made it clear that this is not a matter of a great grievance but simply a question that must be settled and can only be settled by a court action. The question resolves itself into whether or not this group housing project is or is not an educational venture. At the outset a Federal ruling was sought and obtained exempting the project from Federal taxation. The Provost hoped that good public relations could be fostered by appropriate conversations between members of Town and Gown.

The Provost also commented on the bus situation and indicated that it is very much in the interest of the University that the bus service be continued in Ithaca for the sake of the many University personnel who make daily use of it. He indicated that the University has made contributions toward the continuation of the service as have also many merchants and other town folk. He hoped in this connection that good public relations might also be fostered by suitable comments from Faculty members.

The Dean was then called on for a report on the progress of planning for the Centennial celebration. He recalled that a Trustee committee had been created last June charged with the responsibility of determining what the University Centennial effort should be. The Committee includes Professors Boynton, Hedrick, and Keast, representing the Faculty. The Committee, working through subcommittees, has prescribed certain appraisal of the University and has asked the University Long Range Planning Committee to prepare papers on various matters related to the academic characteristics of the institution. The Long Range Planning Committee in turn has sought and obtained the cooperation of several Faculty members and groups in the writing of what have come to be called Position papers on numerous pertinent topics. These will be reviewed by the Long Range Planning Committee and the Faculty Council before being transmitted to the Trustees. Every effort is being made in this connection to educate and stimulate the thinking of the Trustees with respect to the academic content of the University. The Position papers, together with reports from Deans and materials gathered by the Trustee Committee will comprise a first report to the Trustees. It is expected that the Trustees will make some plans this year for the Centennial. Decisions concerning the academic character of the University, however, will be made by appropriate Faculty bodies. It is hoped that, as the Position papers become available,

many of them may be duplicated and distributed to the Faculty for their information. The Dean feels that they are superior in quality and will be stimulating to the Faculty.

The Chairman of the Committee on Nominations, Professor J. K. Loosli, was then called on to present the report of his Committee. This was presented as it was distributed with the call to this meeting. There being no further nominations from the floor for any of the offices, Professor Loosli moved the approval of the slate as presented and that it be transmitted to the Committee on Elections. The motion was seconded and passed.

"The Chairman of an ad hoc committee of the Faculty Council, Professor A. E. Kahn, presented to the Faculty a resolution concerning the 100th birthday of Professor Emeritus Walter F. Willcox, as follows:

The colleagues and comrades of Walter Francis Willcox, on this, his hundredth birthday, acclaim his seventy years of useful labors for our University, for our country, for our world; and to him they express their regard, their gratitude, and their affection.

The resolution was passed unanimously with acclaim.

As a Special Order the Chairman of the University Faculty Committee on Student Affairs, Professor Stanley W. Warren, introduced the Chairman of a sub-committee, Professor Steven Muller, who presented the report of his Committee on "Fraternities at Cornell", copies of which accompanied the call to this meeting.

In presenting his report, Professor Muller dwelt on certain portions of the greatest concern. The Committee felt that, while there are several ways in which the fraternities fall far short of what they might be, it is neither practicable nor desirable to eliminate them at the present time. The Committee feels that the matter of discrimination is a very serious one and that the Faculty should take a strong stand on this. [However, the Committee feels that the matter of discrimination is a very serious one and that the Faculty should take a strong stand on this.] *repetition* However, the Committee does not advocate compulsion, but rather education, to accomplish this end. In connection with academic attainments of fraternity members and as an inducement toward self improvement, the Committee recommends that the Faculty "should annually recognize and make public a list of those fraternity-chapters at the University that are deemed academically sound".

Following the report, numerous comments from the floor were forthcoming. Professor Muller requested that all such comments be submitted in writing to the University Faculty Committee on Student Affairs.

Some commented on the question of discrimination and sought immediate Faculty action making mandatory the elimination of discriminatory clauses in fraternity charters, with a three year limit in which this should be accomplished. It was pointed out that much has been accomplished along this line by the fraternities them-

selves and that the question is far more complex and difficult to deal with than appears on the surface.

On the matter of publishing the names of "academically sound" fraternities annually, there was comment to the effect that this would be punitive rather than constructive.

Several comments were aimed at the immediate abolition of the fraternity system. In rebuttal, it was pointed out that the abolition of the system could not be dealt with lightly because of its value for student housing. And the opposition of Alumni and Trustees to any such move was mentioned. However, a motion aimed at abolition was made and seconded. After discussion a substitute motion was made by Professor Max Black that the Faculty Council be asked to formulate a position on fraternities and report as soon as possible. This was seconded and passed. ¹⁴

There being no new or unfinished business, the meeting was adjourned at 5:58 p.m.



Frederick S. Erdman
Secretary

10 May 1961
Olin Hall
Room M

The meeting was called to order by the President at 4:30 p.m., with 70 members present. The minutes of the meeting of March 8 were approved as distributed.

The President announced the deaths of the following members of the Faculty, and the Faculty rose in silent tribute to their memory:

Julian Edward Butterworth, Professor Emeritus of Rural Education, on April 3, 1961

Elwood G. Fisher, Professor of Pomology, on April 25, 1961

The Dean was called on for communications and spoke of Faculty involvement in various of the activities of the Centennial Planning Committee, such as:

- a) appraisal of the present status of the University
- b) goals for the future
- c) development of sources of support

There are three Faculty members on the Trustee's Centennial Planning Committee, one of these serving on the Faculty Long Range Planning Committee; the latter body serving the Centennial Committee as a faculty component in the Centennial review. The response of the Centennial Planning Committee to the materials presented to it by Faculty groups and individuals has been very gratifying. The report from the Economic Status Committee, the Dean noted, has been particularly significant in its expression of faculty interest in the Centennial process.

The Dean reported that the Faculty Council had approved

in principle a Center for International Studies to coordinate interests and efforts of an international character within the University. The Council has further urged the Long Range Planning Committee to continue its study of centers.

The Faculty Council has also considered the question regarding fraternities which was referred to it at the Faculty meeting of March 8, and has referred the matter back to the Faculty Committee on Student Affairs, requesting that Committee to consider the report further and report back to the Council, broadening the study to include the fraternities in their immediate role, as well as their part in an ultimate view of student housing. They were also asked to consider the question of intellectual climate as well as discrimination in their relation to student housing.

The President then called for reports of committees and the Dean introduced Mr. Victor Reynolds, University Publisher, who reported for the Committee on the Hull Memorial Publication Fund, on behalf of its chairman, Professor Edward W. Fox. He reported that three new commitments amounting to \$15,200 had been made during the current year for publications of:

Professor Anthony Caputi, Assistant Professor of English
Professor A.G. de Capua, Assistant Professor of German
Literature
Professor H.B. Adelman, Professor of Histology and
Embryology

Continuing projects received \$13,303.13. Funds available

for the year 1960-61 were \$28,757, leaving an uncommitted balance of \$254.64.

The Dean referred to the report of the Committee on Elections, which was distributed with the call to this meeting, and mentioned that he had reported to the President, in accordance with faculty legislation, the names of the three persons receiving the highest number of votes for the office of Faculty Trustee: Professors C. N. Brady, M. F. Neufeld, and R. B. Schlesinger. It was moved and seconded that the report be accepted. The motion was carried. "

Professor C. I. Sayles, one of the two co-chairmen of the University Faculty Committee on Student Conduct, then presented his annual report on the activities of that Committee. He spoke of the success of the experiment of using co-chairmen for the Committee as a means of easing the burden on each. He mentioned that having a member of the Committee also sit with the Committee on Student Affairs made for good liaison between the two. The addition of staff assistance in the persons of Registrar Walter Snickenberger, Assistant Dean of Students, Hadley S. DePuy, and Proctor Lowell George, had relieved the chairman of many duties and had been greatly appreciated. Good contact had been established with student boards whose judgments, he said, have, on the whole, been wise. He indicated that his committee had "done less business" than committees in the past, which, he hoped, was due to "crime being less rampant". It is expected that Professors Joseph Sneed and James Cambell will serve as chairmen for the coming academic

year, and that Professor Robert D. Sweet will act as the liaison member between the two committees.

The President expressed, on behalf of himself and the Faculty, deep appreciation to these men who give so much of their time and effort in the work of this very important Committee on Student Conduct.

The Dean then introduced Professor Stanley Warren, Chairman of the Committee on Student Affairs, who spoke of the work of the Executive Board of Student Government in the matter of discrimination. Their resolution, adopted April 25, 1961, was presented to the Committee on Student Affairs which approved it unanimously. The Committee felt that it would be a help to the students to have backing from the Faculty in the form of endorsement of the resolution. He, therefore, moved that the Faculty endorse the resolution. This was seconded. Discussion brought out the point that the resolution left no room for small groups to be exclusive in their membership. It was pointed out that an exempting clause, originally included by the students, was removed at the request of the C.U.R.W. representative. Another point of view was opposed to the use of sanctions or coercion, as proposed by the resolution. It was recalled that the question of discrimination had been placed in the hands of the Student Council in 1955 and little or no action had resulted. The question was raised as to how "discriminatory practice" would be determined. It was indicated by the chairman that this would be determined by

questioning the officers of the organizations as to whether or not outside influence had any effect on the policies of their organizations. The students had been advised against the use of coercion, but they had included that provision in the resolution because they felt the need of the show of coercion, without necessarily using it. Some fraternities are anxious for some action or requirement that will compel them to eliminate discriminatory clauses. When put to the Faculty, the motion prevailed by an overwhelming majority.

Following the Faculty's action on the resolution, the Dean requested the President to convey to the Trustees the nature of the Faculty's action. The President agreed to do this.

There being no further business, the meeting was adjourned at 5:20 p.m.



Frederick S. Erdman
Secretary

The following resolution was passed by the Executive Board of Cornell Student Government April 25, 1961.

Be it resolved:

That the Executive Board of Student Government is opposed to all forms of discrimination on the basis of race, religion, or national origin.

The Board, therefore, directs all undergraduate student organizations to remove all such categorical discrimination from their areas of jurisdiction.

That a Commission on Discrimination be established and have the following composition: seven (7) students appointed by the Executive Board with due regard for significant segments: three (3) non-voting faculty members appointed by the Faculty Committee on Student Affairs: and two (2) members of the administration appointed by the Vice President for Student Affairs. The Chairman will be elected by the Commission. The Commission is charged with the following responsibilities:

- A. To determine whether a given organization is engaging in discriminatory practice after investigation in close cooperation with, although not necessarily under the direction of, groups granted initial jurisdiction.
- B. To impose sanction where necessary against groups found to be engaging in discriminatory practices.
- C. To cooperate with organizations granted initial jurisdiction to eliminate discriminatory practices in their respective areas.
- D. To encourage organizations with initial jurisdiction to eliminate discriminatory practices in their respective areas.
- E. To make available to the public the findings of the Commission.

That when it is necessary that the Commission on discrimination takes action directly against a student group found to be engaging in practices of categorical discrimination imposed by the local organization, such organization may be immediately subject to the following sanction:

Denial of recognition and its concomitant privileges. However, no sanction imposed by the Commission on Discrimination against any group shall take effect if that group is in the process of appealing to the Executive Board.

That subsequent to September 30, 1963, all recognized student groups will be expected to be free from all national restrictions which have the effect of excluding students from membership on the basis of race, religion or national origin. The Commission on discrimination shall be empowered, however, to grant at its discretion an extension of up to two years when either the Cornell

(See other side)

organization is exerting strong and essential leadership in the movement to free its national organization from such restrictions, or the national organization is in the process of removing such restriction.

Those organizations not free from national restriction by September 30, 1963 and not granted an extension by the Commission shall be subject to the following sanction:

Denial of recognition and its concomitant privileges.

Room M
Olin Hall
October 11, 1967

The meeting was called to order by the President at 4:30 p.m. with 200 members present. He welcomed the new members to the Faculty and invited their participation in its deliberations. The minutes of the meeting of May 10 were approved as distributed.

The President announced the deaths of the following members of the Faculty, and the Faculty rose in silent tribute to their memory:

Theodore Hildreth Eaton, Professor Emeritus of Rural Education, on February 15, 1961.

Leon I. Levine, Assistant Professor of Clinical Medicine, on April 18, 1961.

Edgar Harper Wood, Professor Emeritus of Mechanical Engineering, on May 11, 1961.

Richard Allen Mordoff, Professor Emeritus of Meteorology, on June 4, 1961.

Robert St. Clair Holmes, Associate Professor of Finance, on June 5, 1961.

Sol Sydney Lichtman, Assistant Professor of Clinical Medicine, on June 15, 1961.

Walter Buckingham Carver, Professor Emeritus of Mathematics, on July 4, 1961.

Byron Burnett Robb, Professor Emeritus of Agricultural Engineering, on July 10, 1961.

Lester Whyland Sharp, Professor Emeritus of Botany, on July 17, 1961.

The President announced the selection by the Board of Trustees of Professor Rudolf B. Schlesinger as Faculty Trustee for a five year term.

He then proceeded to acquaint the Faculty with certain matters concerning the state of the University. He spoke of

the many changes that are taking place that are of enormous portent if we can only recognize and use them to our advantage.

Among these are:

1. Increasing Federal Government support of higher education -- in the form of a large part of the backing of research. In a survey of some 297 of the leading institutions, it was found that 66 receive about 90% of all government support.
2. The development of multi-million dollar projects, such as that sponsored by the Advanced Research Projects Administration. This is a source of great strength but we must keep the proper balance between disciplines and between teaching and research.
3. The rapid rise in the level of graduate professional education. Some 121 companies, governmental agencies, or foundations have appointments to visit Cornell between now and December 15th to interview graduate students, while another 125 will probably interview directly in the Departments of Physics and Chemistry. This creates shortages of teachers and exerts pressure on beginning salary levels. Cornell statistics show increases in the proportions of students going on to graduate study in the past decade, as follows:

	<u>1951</u>	<u>1961</u>		<u>1951</u>	<u>1961</u>
Agriculture	16%	24%	Chemical Engineering	7%	28%
Architecture	11	8	Civil	3	16
Home Economics	6	12	Electrical	6	38
Hotel	5	13	Engineering Physics	60	64
I&LR	14	36	Mechanical Engineering	-	34
Arts & Sciences			Chem. & Metall.	11	66
men	34	58			
women	14	30			

4. The increasing difficulties surrounding the receipt of large donations -- a million dollar gift requires much time and labor, both legal and otherwise, between the offer and the final acceptance of the last penny, because all involve complicated tax considerations on the part of the donor.
5. The increasing instability of the world and its effect on the student body, though the President remarked that they seemed to be bearing the pressures remarkably well.
6. A new look in admissions policies seems to be cropping up across the country -- all looking for new criteria to supplement the transcript and traditional approaches.

For the sixth year consecutively, the President said, the budget is balanced, and there is a bare chance that this can be repeated again this year. He stated that the median salaries in the professorial ranks now stand at \$12,500 for professors, \$9,750 for associate professors, and \$8,100 for assistant professors, without fringe benefits.

Sage Hall was converted during the past summer to a Graduate Center, and this seems to have met with general approval.

The President mentioned the fact that the University now owns and operates a plane -- a gift of the Grumman Corporation. Its scheduling is in the hands of Mr. Ben Williams, in the President's Office. It is available to University Staff on University business and at regular commercial rates.

The building program was so ambitious that we were hard pressed to complete the summer's work. However, Donlon Hall and about one half of the Hasbrouck Apartments are complete and have occupants. In the spring, it is expected that Hughes Hall (a new Law School dormitory) and a new building for the Graduate School of Business and Public Administration will be started.

An interesting item is that the fraternities have increased their membership, in spite of the fact that they had ruled that no one on probation was to be pledged, and grades are improving. Physical problems are cropping up for them, however, due to the aging of the buildings. The University has made available to them the services of Wood and Tower to appraise their needs in the terms of repair and improvement.

The orientation program for foreign students this year seems to have been the best yet, largely due to the cooperation of some 200 Ithaca families who acted as hosts for these students' first few days in town.

Programs are being offered to help students make the transition to college work. The College of Engineering has instituted a tutorial system to help the younger students.

Financial aid is a continuing problem. Some 3693 students were awarded help in the amount of \$2,600,000 last year. The total help, including assistantships, amounted to \$4 million. Loans have trebled in three years, and will amount to some \$600,000 this year from the University and Federal sources.

Enrollment is another item always under pressure. The following statistics point up the fact:-

	<u>Applied</u>	<u>Were admitted</u>	<u>Actually appeared</u>
In 1955	8058	4069	2076
In 1960	9154	4028	2356

At present there are enrolled on campus 11,158, with 610 elsewhere, making the total 11,768. The Graduate enrollment had 2445 in 1960 and has 2541 now.

As a result of a better program of information, the R.O.T.C. program has recovered somewhat since last year. In 1959-60 there were 1200 enrolled, in 1960-61 only 483, but this year 664.

The President then called on Professor W. R. Keast, Chairman of the Faculty Committee on Long Range Planning, for a report on developments aimed toward the Centennial Celebration.

Professor Keast stated that a central agency had been established by the Board of Trustees in the summer of 1960,

called the Centennial Planning Committee, with representation from Trustees, Alumni, Administration, and Faculty, with Arthur H. Dean as Chairman, and Vice President J. L. Zwingle as Acting Chairman. This committee has undertaken, during 1960-61, to review the educational posture of the University, the important educational problems facing the University, and the outstanding educational opportunities.

This has been accomplished by means of various subcommittees consulting with the deans, with advisory councils, with faculty members, and with faculty committees. Out of all this have come reports from all the deans, reports from various faculty committees, and position papers from various faculty members. Much valuable discussion of educational problems has been stimulated by this; and the financial needs of the University, to be met by the campaign, have been brought to light. These financial needs, set forth without regard to the possible limitations to be imposed on fund raising, totaled upwards of \$120 million -- obviously too high a goal. The Committee has, therefore, sought to reduce this to a feasible sum before proposing it to the Board as the Centennial Campaign goal. The Committee has kept in mind, in doing this, the paramount needs of the University in the years immediately ahead.

Until the proposals to the Trustees have been approved, Professor Keast said, he could not discuss their details. However, he did say that some of the emphases are on such things as --

1. The overriding need of the University for an increase in capital endowments to provide more surely the

resources for preserving the quality of the faculty as well as the quality of the undergraduate and graduate student bodies, and for meeting educational opportunities that our history and position set before us.

2. Obtaining funds for certain vital facilities, as
 - a. for student housing, and
 - b. for building projects now under way or in the advanced planning stage (though the achievements of the last decade in enlarging the physical plant have left us without great needs in this direction in the immediate future).
3. Expanded educational enterprises growing out of Cornell's peculiar strengths, such as the efforts in the area of international affairs and in the area of materials science research.

The Board now has the Committee's recommendations and will shortly approve or modify them. It will also formulate a Campaign Executive Committee to direct the campaign. The well-known firm of Kersting and Brown has been retained as consultants to assist in the campaign.

Simultaneously with this campaign the Medical College and the School of Nursing will be engaged in a major fund raising effort in association with the New York Hospital.

The goals for the campaign, as set up by the Trustees, will have to be fairly generalized. It will remain then for the faculty and administration to work out the detailed educational policies and programs which will implement properly the achievements of the campaign and give them real significance for Cornell's future.

The process of educational inquiry and appraisal must continue and be intensified. The faculty will be called on for refinements and revision of the proposals already made, and for

new ideas. It seems clear that the University is approaching a turning point in its history and that our resolution and imagination as educators will be strenuously tested against those of our rivals, against the needs of our students, and the obligations of our time.

As a Special Order of business, the Secretary of the University Faculty, Professor Paul P. Van Riper, moved the adoption of a resolution in honor of former Dean C. Arnold Hanson, as follows:

Whereas Professor C. Arnold Hanson resigned from this Faculty and Cornell University on September 1, 1961, after more than four years of service as Dean of the University Faculty, it is fitting that this Faculty record officially its sense of indebtedness to him; therefore,

Resolved, That the Cornell University Faculty express to Dr. C. Arnold Hanson, now President of Gettysburg College, its deep appreciation of his service as Dean of this Faculty. In the execution of a task which has become increasingly complex, Professor Hanson gave more than generously of his energy, time, and talents. A careful and considerate administrator, possessed of a fine sense of educational policy and propriety, and with a deep regard for the proper role and interests of this Faculty, Professor Hanson has, during a period of many demanding problems; fulfilled his duties with both wisdom and tact. These and other attributes and acts of service more than warrant a sincere expression of our thanks and appreciation.

It was seconded and passed unanimously that the resolution be adopted and forwarded forthwith to Dean Hanson.

Professor W. David Curtiss, Chairman of the Faculty Committee on the Selection of a Dean of the University Faculty, was then called on for a report of his Committee. He stated that 650 votes had been cast in the balloting, and that the results had been reported to the President, as follows:

For Professor Bart J. Conta	117
For Professor Robert S. Pasley	204
For Professor Thomas W. Mackesey	329

The President remarked that his task of selecting among the three candidates was most difficult, as he felt that each one was unqualifiedly capable. He, therefore, chose and will designate to the Board of Trustees as his candidate the man receiving the highest number of votes, Professor Thomas W. Mackesey. He also expressed his gratitude to the Committee for their able assistance in making the selection.

The meeting adjourned at 5:15 p.m.



Frederick S. Erdman
Acting Secretary

Room M
Olin Hall
November 10, 1961

This special meeting was called to order by the Provost at 4:30 p.m. with 332 members present. In light of the special order of business the Provost stated that he would dispense with the usual preliminaries. He then called upon the Dean for announcements.

Dean Mackesey called the attention of the Faculty to his memorandum of November 6, 1961, concerning "Change in Dates of Christmas Recess" (previously distributed) and to the consequent adjustment of the calendar. Referring to his memorandum of the same date, concerning "Nominations for the Presidency of the University" (previously distributed), he stated that the necessary nomination forms were now available in both his office and the offices of the Deans of the various schools and colleges.

The Provost recognized Alfred E. Kahn, Professor of Economics, for the purpose of presenting a resolution. After a preliminary statement of background and history, Professor Kahn offered the following resolution (also issued with call):

WHEREAS the threat of global warfare, the state of tension existing throughout the world, and the problems of peace are matters of deep concern to the academic community of Cornell University; and

WHEREAS it is an important role of the University in society to focus attention on and to foster analysis of the great issues of our time; and

WHEREAS the Faculty of Cornell University recognizes its obligation to itself, to the University, the nation, and the world to stimulate and encourage rational discourse on these problems and issues: Therefore be it

RESOLVED, That the University Faculty authorize the suspension of normal academic activity on the earliest possible date, and that this day be devoted to discussion and consideration of implications of the development of nuclear weapons and global warfare, and that a committee of the Faculty be appointed by the President to recognize and administer appropriate events and observations on the Cornell campus on that day.

After an explanation of the meaning and intent of the resolution, Professor Kahn moved its adoption, and this was seconded.

After an extended discussion, Max Black, Susan Linn Sage Professor of Philosophy, moved that the resolution be amended to read as follows (amendment proper is underlined);

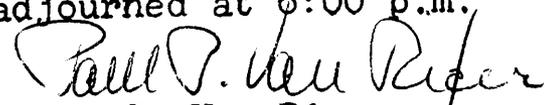
RESOLVED, that the University Faculty authorize the organization, on the earliest possible date and as a matter of urgency, of campus-wide discussions and serious study of implications of the development of nuclear weapons and global warfare, and that a committee of the Faculty should be appointed by the President to organize and administer appropriate events and observations.

The intent was, Professor Black observed, to preserve all but that portion of the resolution which referred to the suspension of classes. The amendment was seconded.

A point of order was raised concerning the parliamentary validity of this amendment to the resolution. The Provost ruled that the amendment was in order; and, on appeal, the decision of the chair was sustained. A motion for the previous question was seconded but disapproved. Discussion of the amendment proceeded.

After considerable further debate, the question was again called, and, upon request, the chair asked for a show of hands. The amendment was approved by 196 to 109. The resolution as amended was then approved by voice vote.

The special meeting was then adjourned at 6:00 p.m.


Paul P. Van Riper

Room M
Olin Hall
December 13, 1961

The meeting was called to order by the President at 4:30 p.m., with 55 members present. The minutes for October 11, 1961 and November 10, 1961 were approved.

The President announced the deaths of the following members of the Faculty, and the Faculty rose in silent tribute to their memory:

Albert LeRoy Andrews, Professor Emeritus of German, on November 1, 1961.

Oskar A. Johannsen, Professor Emeritus of Entomology, on November 7, 1961.

Walfred Albin Anderson, Professor Emeritus of Rural Sociology, on November 11, 1961.

Stephen E. Whicher, Professor of English, on November 13, 1961.

The President then spoke briefly concerning the development of the recently announced financial campaign on behalf of, among others, the Cornell Medical College, indicating that about 40 per cent of the funds desired were in hand. He stated that the Centennial planning was proceeding on schedule. Noting inquiries concerning the recent speech on campus of a member of the Communist Party under indictment, the President reported that he had requested consideration of the University's policies on such matters by the Faculty Council.

The President called on Simpson Linke, Associate Professor of Electrical Engineering and Chairman of the University Faculty

Committee on Calendar for a report. After noting the outdated legislation concerning membership on his committee from the several schools and colleges, Professor Linke moved the following resolution:

RESOLVED, That the University Faculty amend the first sentence of the current legislation regarding the constitution of the University Faculty Committee on Calendar as follows: Substitute the number 11 for the number 8 so that the amended sentence reads: "The University Faculty Committee on Calendar shall consist of 11 members of the Faculty appointed by the President."

The motion was seconded and approved.

The President called on Stuart M. Brown, Jr., Professor of Philosophy, for a report from what, for lack of an official name, has become known as the University Faculty Committee on the State of the World. Noting that the committee consisted of the following members -- Bart J. Conta, Professor of Thermal Engineering; Robert H. Elias, Ernest I. White Professor of American Studies; Kenneth I. Greisen, Professor of Physics; Robert S. Pasley, Professor of Law; Catherine J. Personius, Professor of Food and Nutrition; Thomas W. Mackesey, Dean of the University Faculty, ex officio; and himself as Chairman -- Professor Brown gave the following report which, because of its general interest, is reproduced here in full:

"The committee, appointed to organize a serious study and campus-wide discussions of the implications of nuclear weapons and the threat of global warfare, submits the following interim report.

The committee was formed on November 15, the Wednesday following the adoption of the Faculty resolution, and held its

first meeting on November 16. Since then it has met at least once each week.

At its first meeting, the committee undertook to define a bit more sharply the task set by the faculty. We were charged, we believed, with presenting a program which would inform the members of the community on the relevant matters of fact and principle and would provide an opportunity for the intelligent and objective discussion of these matters. The committee decided that a program of lectures, some delivered by members of the faculty and some by distinguished outsiders, was the best means of informing the community; and that small, relatively informal groups were best suited to intelligent and objective discussion. But the lectures and discussions, if they were to be effective, would require a background of information. To provide this, the committee at once began work on: (1) a list of the more important books and articles on the subject; (2) a set of materials, like editorials and letters, which could be printed in a large edition and given campus-wide distribution; and (3) a reserve shelf of pertinent materials in the Olin Library.

The most difficult of all of the problems facing the committee concerned the time during which the lectures and discussions were to be scheduled. It was widely presumed that the program had to be completed before the end of the present term. Indeed, except for this presumption, I could not have accepted the chairmanship of the committee, as I shall be on sabbatical leave beginning February 1st. Many members of the faculty

obviously felt that a program of the sort authorized by the resolution would help to dramatize the immediate problem and would be an expression of the faculty's deep concern. It was thought that these aspects of the program would be incompatible with any postponement until spring term or any scheduling of it over an extended period. So the committee chose, as both the earliest and the latest feasible period, the two-week interval between January 5th and January 19th. Professor Hans Bethe agreed to inaugurate the program with a lecture on the 5th, and Professor Comar agreed to follow this with a lecture on the 8th. The committee then prepared lists of outside speakers from which it planned to select four or five additional lecturers. Although four or five additional lectures would not exhaust the range of topics, the committee believed that many of the most important topics would be covered. We had in mind people like the following: Foster, the new director of the U. S. Arms Control and Disarmament Agency; Fisher, deputy director of this agency and former counsel to the U. S. Atomic Energy Commission; York, President of La Jolla and former Director of Defense Research in Engineering; Cousins, editor of The Saturday Review of Literature; Bennett, President of Union Theological Seminary and author of a forthcoming book on nuclear warfare and the problems of conscience; and Sohn, Professor of International Law at Harvard. The committee began issuing invitations to such men as these. Indeed, all of them, as well as others, were in fact invited.

On the assumption that discussion groups would be widely

effective only if the students took some initiative in planning them, the committee added three student members, whose help and advice on a number of points have proved invaluable. The student members were, however, unanimous in their disapproval of the time for which the program had been scheduled. The fact that the program was scheduled for the two weeks immediately preceding the final examination period would, they thought, drastically curtail student participation in it. The faculty members explained, with sympathy and embarrassment, that the program could not be scheduled either earlier or later.

And so the matter would have stood had the committee succeeded in obtaining any outside lecturers at all. But as of 2:00 p.m. yesterday, when the committee last met, no outside speaker had agreed to participate in the program. Some of the people we wanted, like Cousins and Fisher, are now out of the country and will not return in time for us to count on having them. Others are just too busy. Sohn, for example, has just joined the exodus from Harvard to Washington and has a new job in the U. S. Arms Control and Disarmament Agency. Foster has not been confirmed in his office and thinks, we suspect correctly, that it would be imprudent to give a public address until he has been confirmed. One man turned us down because we offer no honorarium and others, of course, may have turned us down for this reason but out of consideration for our feelings given a different reason. In any event, we had failed to get the lecturers we wanted.

At yesterday's meeting, therefore, we reviewed the whole problem. Using local talent and people from outside, we might still have muddled through and put on some kind of program. But we rejected this alternative. The fact that student participation would be radically curtailed in any case and even more so in case local talent were used was decisive here. We will now do the following: (1) inaugurate the program with lectures by Bethe and Comar immediately after Christmas vacation; (2) present a number of lectures during the spring term at times which are convenient for the lecturers as well as ourselves; (3) ask the administration to find the funds necessary to pay each lecturer \$250 plus expenses; (4) provide as originally planned a selected reading list, a set of brief materials, and a reserve shelf in the Olin Library; and (5) organize appropriate discussion groups.

The success of this new plan is already evident. At noon today, Mr. Bennett, President of Union Theological Seminary, agreed to lecture here on Wednesday, March 21."

The President then recognized Dean Mackesey for a special order of business. The Dean moved the following resolution:

WHEREAS Professor Paul P. Van Riper, Secretary of the University Faculty, assumed the duties of the office of the Dean of the University Faculty in the period between the resignation of Dean Hanson and the appointment of a new dean, and discharged those duties with understanding and effectiveness; be it

RESOLVED that the Faculty express to Professor Van Riper its appreciation and thanks for a job well done.

The resolution was seconded and approved.

There being no further business, the meeting was adjourned
at 4:50 p.m.

Paul P. Van Riper
Paul P. Van Riper
Secretary

Room M
Olin Hall
January 17, 1962

The meeting was called to order by the Provost at 4:30 p.m. with 49 members present. The minutes for December 13, 1961, were approved.

The Provost announced the death of Mortier Franklin Barrus, Extension Professor of Plant Pathology, Emeritus, on January 8, 1962, and the Faculty rose in silent tribute to his memory.

The Provost called on Thomas W. Mackesey, Dean of the University Faculty, for presentation of a communication. Noting that the Faculty resolution in appreciation of former Dean C. Arnold Hanson, now President of Gettysburg College, had been suitably inscribed, bound, and delivered to President Hanson just prior to Christmas, Dean Mackesey read the following note of appreciation from President Hanson:

"The Official copy of the Resolution of the University Faculty which you transmitted to me was, in both spirit and substance a very fine Christmas gift and was very greatly appreciated. May I extend to you and to the members of the Cornell faculty my gratitude for this very fine expression."

The Provost called on Howard G. Andrus, Professor of Guidance and Personnel Administration and Chairman of the University Faculty Committee on the Scheduling of Public Events, for a report. Professor Andrus moved the adoption of the following resolution concerning Spring Day:

RESOLVED, That the University Faculty designate Saturday, May 12, 1962, as Spring Day, a University holiday, except in the Law School, and instruct the

Committee on Registration and Schedules to schedule evening hours which members of the Faculty may use for classes and laboratories which are normally scheduled on that day.

The motion was seconded and the resolution approved.

The Provost called on Paul P. Van Riper, Professor of Administration and Chairman of the University Faculty Committee on the Membership of the University Faculty, for a report. Noting that the Board of Trustees had abolished the administrative positions of Dean of Men and Dean of Women, had created the new position of Dean of Students, and reestablished the position of Secretary of the University, Professor Van Riper proposed, in accord with By-Law provisions, the following motion:

That the Dean of Men and Dean of Women be deleted from the list of ex officio members of the University Faculty; and that the University Faculty recommend to the Board of Trustees the granting of ex officio membership in the University Faculty to the Dean of Students and to the Secretary of the University.

Professor Van Riper stated that the rationale for ex officio membership lay primarily in mutual convenience and reciprocal understanding of each other's work on the part of both administrative personnel and faculty members. Such membership, he stated, did not convey academic title or rank. The motion was seconded and approved.

The Provost called on Simpson Linke, Associate Professor of Electrical Engineering and Chairman of the University Faculty Committee on Calendar, for a report. Noting the development of certain general policies concerning the timing of the Christmas recess, Professor Linke moved the following resolution:

RESOLVED, That the University Faculty rescind the 1962 Christmas recess, as established in the present 5-year calendar, and substitute the following schedule:

Instruction will be suspended on Wednesday, December 19, 1962, at 10 p.m.

Instruction will be resumed on Thursday, January 3, 1963, at 8 a.m.

The motion was seconded and the resolution approved.

The Provost called on Michell J. Sienko, Professor of Chemistry and Chairman of the University Faculty Committee on Undergraduate Scholarships, for a report. Professor Sienko stated that, because of recent developments in the field of financial aids and awards to students, his committee and the administrative Committee on Student Aid had found it necessary to work closely together. There was, he said, even some overlapping membership at present. Therefore, on behalf of his committee and with the concurrence of the others concerned, and after accepting certain minor modifications suggested from the floor, Professor Sienko moved the following action:

RESOLVED, That

1. The President be requested to create and appoint a University Committee on Financial Aids which shall have the following powers and membership:
 - a. The University Committee on Financial Aids shall set policy and establish procedures for the administration of funds by the Office of Financial Aids.
 - b. The University Committee on Financial Aids shall consist of five faculty members, one of whom shall be designated by the President as chairman, and the following ex officio members: The Director of the Office of Financial Aids, a representative of the Office of the Treasurer of the University, a representative of the Admissions Office, and a representative of the Office of the Dean of Students. The faculty members shall serve terms of five years, except that initial appointments shall be for terms of one, two, three, four, and five years.

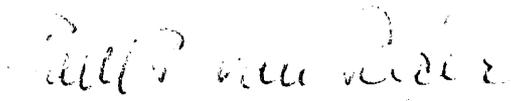
- c. The Office of Financial Aids shall administer all general University financial aid presently designated to be administered by the Office of Financial Aids, the Committee on Student Aid, or the Faculty Committee on Undergraduate Scholarships. It is understood that this includes loans, part-time jobs, and all grants-in-aid and scholarships presently designated to be administered by those bodies.
- d. The Office of Financial Aids shall be responsible to the University Committee on Financial Aids for the proper administration of funds by the Office of Financial Aids.
- e. The University Committee on Financial Aids shall become operative at the beginning of the Spring Term 1962.

2. The legislation of December 10, 1930, May 9, 1945, and May 5, 1948, relating to the Committee on Undergraduate Scholarships is hereby rescinded coincident with the creation of the University Committee on Financial Aids.

3. The President be requested to abolish the Committee on Student Aid coincident with the creation of the University Committee on Financial Aids.

The motion was seconded and the resolution approved.

There being no further business the meeting adjourned at 4:55.


Paul P. Van Riper
Secretary

Room M
Olin Hall
March 14, 1962

The meeting was called to order by the Provost at 4:30 p.m., with 73 members present. The minutes for January 17, 1962 were approved.

The Provost announced the deaths of the following members of the Faculty and the Faculty rose in silent tribute to their memory:

James Davis Harlan, Professor Emeritus of Pomology, on November 18, 1961.

George N. Papanicolaou, Professor Emeritus of Anatomy, on February 19, 1962.

Harold G. Wolff, Anne Parish Titzell Professor of Medicine (Neurology) and Associate Professor of Psychiatry, on February 21, 1962.

James Campbell, Professor of Industrial and Labor Relations and Director of the Office of Resident Instruction in the School of Industrial and Labor Relations, on March 8, 1962.

The Provost then requested the report of the Committee on Nominations. Perry W. Gilbert, Professor of Zoology and Chairman, presented a slate of candidates (previously distributed) for the various Faculty positions to be filled in the standing committees and boards of the University Faculty. Professor Gilbert moved that the report be accepted and referred to the Committee on Elections for further action. The motion was seconded and, there being no further nominations, approved. Dean Mackesey then presented the following resolution on behalf of the Faculty Council on "Policy Concerning Persons

Under Indictment Speaking on the Campus":

WHEREAS from time to time the question is raised on the propriety of extending the facilities of the University for certain public events, be it

RESOLVED, That the University Faculty hereby reaffirms its action of April 13, 1949, which endorsed a general policy in favor of the presentation of controversial issues at Cornell, and it hereby instructs its Committee on the Scheduling of Public Events that, before authorizing such presentation, it give careful consideration to all relevant factors including

- (1) the principles of free inquiry to which the University is devoted,
- (2) the competence, qualifications and legal status of persons invited to present such issues, and
- (3) any danger to the welfare of Cornell University which might result from authorizing or refusing to authorize the event.

In a case where a proposed participant in an event is a person under indictment, the last named consideration shall be weighed with special care.

Speaking to the resolution the Dean stated that it derived from the fact of no Faculty or Trustee policy with respect to such matters other than the general University Faculty declaration of April 13, 1949, noted above, in favor of the presentation of controversial issues at Cornell. Reviewing the way events got on the University calendar, the Dean noted that this was a matter almost entirely in the hands of the University Faculty Committee on the Scheduling of Public Events, an appointed committee. Such criteria as now exist derive from a 1958 statement of policy on the part of the Committee on the Scheduling of Public Events. It was the intent of the Council, the Dean said, primarily to affirm, through general Faculty action,

the criteria established by the Committee and thus to provide a generally understood University Faculty policy for the future. In addition, the proposed resolution attempted to deal specifically with the problem of indictment insofar as it was felt proper or feasible, especially in light of the fact that the precedents with respect to permitting speakers under indictment to appear on the campus were conflicting. The Dean then moved that the resolution be approved, and this was seconded.

During the ensuing discussion, which was of some length, Milton R. Konvitz, Professor of Industrial and Labor Relations and of Law, stated that he was most concerned about the implied prohibition to speak which was contained in the resolution. The welfare of a University, in recent years, he said, has been more endangered by refusals of permission to speak than by the reverse, and he opposed the resolution, concluding as follows: "Our University justly enjoys a reputation for an untarnished record of academic freedom for both faculty and students. We have every reason to expect that this record will be maintained. But what we have before us is not the University's past record, nor the hopes we entertain for the future, but a resolution that we are called upon to judge on its face -- not a prophecy on how it will be used, but the resolution itself, and it is that -- and that alone -- that I respectfully but strongly oppose. For the resolution means that the Committee on the Scheduling of Public Events may

prohibit persons from speaking on the campus if they are disapproved as being dangerous to our welfare or as being not sufficiently qualified or competent, or as having the wrong legal credentials. The vesting of such power in the committee by formal resolution of the University Faculty radically qualifies what the resolution speaks of as 'the principles of free inquiry to which the University is devoted.'"

John A. Hartell, Professor of Architecture and Art and chairman of the committee of the Faculty Council originating the resolution, again emphasized that the intent of the document was to clarify certain previous inconsistencies and to serve, if anything, as a liberalizing rather than restricting influence. Nevertheless, it was the clear sense of the ensuing general discussion that many present were concerned about the possibility that, regardless of intent, the resolution might well be interpreted as unduly limiting. There were, however, no attempts to amend or revise the resolution and several of those speaking against it made it clear that it was not their intention to present at this time any substitute or revised resolution.

The question being called, the Provost put the resolution to a vote and it was defeated almost unanimously.

The Provost then called upon the Dean for presentation of an amendment to the legislation of January 17, 1962, creating a University Committee on Financial Aids. This amendment was prompted, he said, by some possible inconsistency of the prior

legislation with certain actions of the Board of Trustees relating the functions of the Treasurer of the University. The Dean then offered the following resolution, in which the new material is underlined:

RESOLVED, That the legislation creating a University Committee on Financial Aids, adopted by the University Faculty on January 17, 1962, be amended in part to read as follows:

- (1) (d) Subject to the general supervision of the Treasurer of the University for the proper application of funds held by the University for restricted purposes, the Office of Financial Aids shall be responsible to the University Committee on Financial Aids for the proper administration of funds by the Office of Financial Aids.

The Dean then reported, for the information of the Faculty, that there was now before the Faculty Council, and under detailed study by a committee composed of members of the Council and the Committee on Student Affairs, a proposal for a University-wide Code of Academic Integrity involving University-wide enforcement procedures. This has been developed by the students after more than a year's study, he said, and had been formally approved by the Executive Board of Student Government and, in principle, by the Committee on Student Affairs. There being no further business, the meeting adjourned at 5:45 p.m.


Paul P. Van Riper
Secretary

Slate of the Committee on Nominations

At the meeting of the University Faculty to be held on March 14, 1962, the following names will be placed in nomination by the Committee on Nominations. Nominations from the floor will be in order. The election will be conducted by mail ballot between the March and April meetings of the Faculty. Biographical sketches of the nominees are enclosed.

For the Faculty Council - Three year terms - Four to be elected

Burnham Kelly and Frederick M. Wells
Charles I. Sayles and A. Miller Hillhouse
Milton R. Konvitz and Philip J. McCarthy
Alfred E. Kahn and Chandler Morse

For the Committee on Academic Freedom and Tenure - Four year terms -
Two to be elected

Ralph Bolgiano, Jr. and George Winter
John W. Mellor and John K. Loosli

For the Committee on Cooperative Purchasing - Five Year term -
One to be elected

Kurt L. Hanslowe and Henry P. Goode

For the Committee on the Economic Status of the Faculty - Five year
term - One to be elected

Benjamin Nichols and Kermit C. Parsons

For the Committee on Nominations - Three year terms -
Three to be elected

Myron G. Fincher and John W. MacDonald
John W. Wells and Arthur M. Mizener
Jean Failing and N. Arnold Tolles

For the Committee on Student Affairs - Three year terms -
Two to be elected

Louise J. Daniel and Nancy A. Hoddick
George G. Gyrisco and Robin M. Williams

(See other side)

For the Committee on Student Conduct - Four year terms -
Two to be elected

Norman Penney and Lewis W. Morse
Richard M. Phelan and Martin W. Sampson

For the Board of Physical Education and Athletics - Three year term -
One to be elected

Dorsey W. Bruner and M. H. Abrams

For the Board on Student Health - Three year term - One to be elected

Stanley W. Warren and Katherine J. Newman

Committee on Nominations

Nelson H. Bryant
J.G.B. Hutchins
John R. Johnson
Philip G. Johnson
Lewis W. Morse
Henry M. Munger
Frederick M. Wells
Harold H. Williams
Perry W. Gilbert, Chairman

2/28/62
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Room M
Olin Hall
April 11, 1962

The meeting was called to order by the President at 4:30 p.m. with 82 members present. The minutes for March 14, 1962 were approved.

The President announced the death of Ralph Hicks Wheeler, Professor Emeritus in Extension Service, on March 20, 1962 and the Faculty rose in silent tribute to his memory.

The President then summarized a number of events of interest to the Faculty. These included a grant of \$3,250,000 to the new Cornell Center for International Studies from the Ford Foundation; \$450,000 from the Carnegie Corporation for Chinese and Southeast Asian field research, with an added \$156,800 from the Nuffield Foundation for counterpart work with the University of London; and \$432,000 from the Ford Foundation for work in connection with the formation, in cooperation with other universities, of a Labor Relations Research Institute in Bombay, India. He noted Agency for International Development contracts for technical assistance and related matters with Liberia and the Middle East Technical University at Ankara, Turkey. There would be, he said, a special Peace Corps training program at Cornell during the summer of 1962. He expressed his official and personal thanks to the special Committee on Nuclear Peril for its special lecture series and program conducted this spring.

The President recognized Steven Muller, Associate Professor of Government and Director of the Center for International Studies,

for an explanation of the organization of the Center. Professor Muller explained that the grant was so arranged as not only to provide the basic sum mentioned above but also considerable interest. He then outlined the general organization and program of the Center, which included support of both ongoing international efforts as well as a number of new or developing ventures relating to Soviet, Latin American, and South Asian studies, international legal studies, visiting professors, post-doctoral work, special workshops, and the like.

The report of the Committee on Elections having been called for, Thomas W . Mackesey, Dean of the Faculty and Chairman of the Committee, presented the following:

On behalf of the Committee on Elections, I would like to present the following report: 622 valid ballots were cast in this election and the results of faculty balloting are as follows:

1. For a member of the Faculty Council for a three year term, 579 ballots were cast, of which 300, a majority, were cast for the Professor of Planning and Dean of the College of Architecture, Professor Burnham Kelly.
2. For another member of the Faculty Council for a three year term, 560 ballots were cast, of which 312, a majority, were cast for the Professor of Public Administration, Professor Albert M. Hillhouse.
3. For another member of the Faculty Council for a three year term, 601 ballots were cast, of which 334, a majority, were cast for the Professor of Industrial and Labor Relations and of Law, Professor Milton R. Konvitz.
4. For another member of the Faculty Council for a three year term, 587 ballots were cast, of which 329, a majority, were cast for the Professor and Chairman of the Department of Economics, Professor Alfred E. Kahn.
5. For a member of the Committee on Academic Freedom and Tenure for a four year term, 571 ballots were cast, of

which 290, a majority, were cast for the Professor and Head of the Department of Structural Engineering, Professor George Winter.

6. For another member of the Committee on Academic Freedom and Tenure for a four year term, 573 ballots were cast, of which 298, a majority, were cast for the Associate Professor of Agricultural Economics and Associate Director of Cornell University Center for International Studies, Professor John W. Mellor.
7. For a member of the Committee on Cooperative Purchasing for a five year term, 553 ballots were cast, of which 317, a majority, were cast for the Professor of Mechanical Engineering, Professor Henry P. Goode.
8. For a member of the Committee on the Economic Status of the Faculty for a four year term, 562 ballots were cast, of which 341, a majority, were cast for the Professor of Electrical Engineering, Professor Benjamin Nichols.
9. For a member of the Committee on Nominations for a three year term, 571 ballots were cast, of which 316, a majority, were cast for the Edwin H. Woodruff Professor of Law, Professor John W. MacDonald.
10. For another member of the Committee on Nominations for a three year term, 575 ballots were cast, of which 303, a majority, were cast for the Professor of Geology, Professor John W. Wells.
11. For another member of the Committee on Nominations for a three year term, 568 ballots were cast, of which 349, a majority, were cast for the Professor of Home Economics, Professor Jean Failing.
12. For a member of the Committee on Student Affairs for a three year term, 538 ballots were cast, of which 381, a majority, were cast for the Professor of Biochemistry, Professor Louise J. Daniel.
13. For another member of the Committee on Student Affairs for a three year term, 567 ballots were cast, of which 336, a majority, were cast for the Professor of Sociology, Professor Robin M. Williams, Jr.
14. For a member of the Committee on Student Conduct for a four year term, 535 ballots were cast, of which 315, a majority, were cast for the Associate Professor of Law, Professor Norman Penney.
15. For another member of the Committee on Student Conduct for a four year term, 548 ballots were cast, of which 335, a majority, were cast for the Associate Professor of Mechanical Engineering, Professor Martin W. Sampson.

16. For a member of the Board of Physical Education and Athletics for a term of three years, 562 ballots were cast, of which 305, a majority, were cast for the Frederic J. Whiton Professor of English, Professor M. H. Abrams.
17. For a member of the Board on Student Health for a term of three years, 548 ballots were cast, of which 279, a majority, were cast for the Professor of Farm Management, Professor Stanley W. Warren.

W. A. Snickenberger
Paul P. Van Riper
Thomas W. Mackesey, Chairman

In conclusion, the Dean explained the reason for certain of the reports to follow. Faculty legislation required, he said, that some regular committees report once a year. Insofar as possible he was requesting the chairmen of these committees to report directly to the Faculty so that certain of the information thus made available might be more widely disseminated. (Note: what is to follow represents a very brief summary; the complete reports will be available in the Office of the Dean of the Faculty.)

The President called on Robert S. Pasley, Professor of Law and Chairman of the University Faculty Committee on Academic Freedom and Tenure, for a report. Professor Pasley briefly reviewed the five years during which the committee had been in effect and noted, especially, the preparation of a statement of principles of academic freedom, approved by the Faculty on May 11, 1960; and proposed amendments to the University By-Laws concerning dismissal procedure, approved by the Faculty at the same time and now before the Trustees. The latter was, he said, receiving active consideration at the present time. There was continuing interest, he said, in relevant legislation of other colleges and

universities, general Cornell policies of administration which might affect academic freedom, the academic freedom of students, and the possible impact of federally sponsored research.

Dean Mackesey, Acting Chairman of the University Faculty Committee on Student Affairs, reported on behalf of this committee. The committee, he said, had been one of the most active, being particularly concerned this year not only with many advisory and consultative matters but also with the problem of resolving many ambiguities in the present code of student conduct. A new proposal relating to this matter would be before the University community soon, he said. He noted, especially, the student efforts to develop a Code of Academic Integrity, now before a committee of the Faculty Council, and to encourage the provision of a study period before examinations. He reviewed briefly the basic student government legislation of 1958, noting that the continued strength of student government at Cornell, despite its decline in other colleges and universities, indicated the basic validity of existing legislation.

The final report was presented by Robert D. Sweet, Professor of Vegetable Crops and Chairman of the University Faculty Committee on Student Conduct. He stated that his committee's charter granted it final rather than initial jurisdiction; and he could not, he said, speak too highly of the work of the student judiciary boards. He emphasized that the judicial system was designed to protect basic rights but at the same time not turn all hearings into full scale and technical legal proceedings.

He noted the increasing severity of the effect of suspension, in light of the military service statutes. Calling attention to the fact that the University had recently been sued because of such a suspension, he noted, however, that the Judge in dismissing the case had called attention to the excellent judicial processes with respect to students at Cornell. Indeed, he felt that the system was working well and had proved itself in most respects.

In conclusion, the President expressed his thanks and appreciation to the reporting committee chairmen and the committee members, as well as his pleasure at the presence of Walter F. Willcox, Professor Emeritus of Economics.

There being no further business, the meeting adjourned at 5:25 p.m.


Paul P. Van Riper
Secretary

Room M
Olin Hall
May 9, 1962

The meeting was called to order by the President at 4:30 p.m. with 101 members present. The minutes for April 11, 1962 were approved.

The President announced the death of Daniel Grover Clark, Professor of Botany, on April 13, 1962, and the Faculty rose in silent tribute to his memory.

The business before the Faculty consisted of reports of various committees, and the President called on George H. Healey, Professor of English and Chairman of the Committee on the Hull Memorial Publication Fund, for the annual report of this committee. Concerned with the subvention or other assistance from the Hull bequest of various types of Faculty publications, the Committee reported funds initially available of \$14,161.35. "Profits" from previous commitments, accruing during the year, were \$4,439.21, making \$18,590.56 available for commitment by the Committee. Expenditures authorized during the past year involved three publications and totalled \$15,250, leaving an uncommitted balance of \$3,340.56. The Committee encouraged communications from the Faculty with respect to opportunities under the Hull Fund.

Kenneth I. Greisen, Professor of Physics and Chairman of the special Committee on Nuclear Peril, presented the final report of the Committee. The formal products of the Committee's efforts consisted of a series of seven lectures by notable experts on various aspects of the nuclear peril and several

publications: a 20-page collection of readings on nuclear peril (issued as a Sun supplement), an annotated list of books on the nuclear peril (issued as a Reader's Report: Bookmark Series No. 3 of the Olin Library), and a selected and annotated list of pamphlet and periodical material. Associated with each lecture was a public reception, and on the day after several of the lectures informal discussion was held with the speaker to pursue the topic further. The Committee acknowledged with appreciation its indebtedness to the many persons involved. It expressed concern, however, at the fact that the initial interest in the series was not sustained at a high level.

The report of the Ad Hoc Committee on the Undergraduate Grading System (previously distributed) was formally presented for consideration by Jeremiah J. Wanderstock, Professor of Hotel Administration and Chairman. After a brief introduction, Professor Wanderstock moved the following resolution:

RESOLVED, That

1. Numerical term grades for all students, with the specific exceptions provided in paragraphs 3 and 6 below, shall be limited to the following:

100,95,90,85,80,75,70,65,60,50,40

2. The authorized grades shall be interpreted as follows:

<u>Grade</u>	<u>Interpretation</u>	<u>Letter Equivalent</u>
100,95,90	Excellent	A
85,80	Good	B
75,70	Fair	C
65,60	Poor	D
50	Failure	E
40	Conspicuous Failure	F

3. The following symbols may be used in appropriate circumstances in lieu of numerical grades:

INC. (incomplete). Assigned when the requirements of the course are not completed for reasons satisfactory to the instructor.

CNC. (cancelled). Assigned when registration for a course is cancelled with official approval of the student's school or college.

P. (passed). Assigned for satisfactory completion of a course in Physical Training.

F. (failed). Assigned for failure in a course in Physical Training.

S. (satisfactory). May be assigned at the discretion of the instructor to indicate satisfactory completion of a course by a student registered in the Graduate School. May also be assigned to indicate satisfactory progress in a course for which a grade and credit is given only on completion of an additional term of registration.

U. (unsatisfactory). May be assigned at the discretion of the instructor to indicate unsatisfactory work by a student registered in the Graduate School. May also be assigned to indicate unsatisfactory progress in a course for which a grade and credit is given only on completion of an additional term of registration.

V. (auditor). May be assigned to a student registered in the Graduate School to indicate that the student has been in regular attendance but has not necessarily participated in all aspects of the course. May not be assigned unless the student has officially registered with the Graduate School as an auditor in the course.

W. (withdrew without permission). May be assigned to a student registered in the Graduate School when the student has withdrawn without official cancellation from a course for which he was registered.

4. The lowest passing grade shall be 60.
5. In statistical work only numeric grades are to be used in calculation of grade average and rank-in-class. When a course previously failed is repeated and passed, both the failure and the pass are to be counted. In all computations, the grades are to be weighed by the number of hours involved.
6. The Law School is authorized to continue its present system of letter grading.
7. These regulations shall become effective as of July 1, 1962.

8. The legislation of February 8, 1933 (Records, p.1780) establishing a grading system and all subsequent legislation inconsistent with the provisions herein shall become ineffective as of June 30, 1962.

The resolution was seconded and discussion followed. Concern was expressed at whether the proposal sufficiently met the seeming need for a grading system more easily understood by persons other than those at Cornell; and a letter system was referred to as perhaps better suited to this purpose. Harold A. Scheraga, Professor of Chemistry, then moved the following as an amendment (in effect, a substitute motion):

RESOLVED, That the present grading system be replaced by a letter system, A through D plus F, with A through D being passing grades and F a failing grade.

This was seconded, and the discussion continued. When the question was raised as to whether the amendment was meant to include the possibility of pluses and minuses, Professor Scheraga replied that it was not so meant. Following a question as to whether the amendment was in order, raised primarily on the grounds that no proposal for a letter system was on the agenda, the President ruled that the amendment was in order. Several then spoke to such matters as the desirability of pluses and minuses in the system proposed by the amendment, the relative advantages and disadvantages of more precise as opposed to relatively coarse grading differentiations, the merits of a simple pass or fail grading system, the meaning of various differentiations for assessment of graduate work, the nature and distribution of grades within various divisions of the University, the desirability and feasibility of changing

current Faculty grading tendencies as opposed to changing the grading system, and the views of the various constituent Cornell faculties on the matter. Professor Wanderstock stated that the investigations of his Committee had led to the conclusion that a majority of the Faculty favored the maintenance of a numerical system.

The question then arose as to whether Professor Scheraga would accept an amendment to his amendment, to provide for pluses and minuses within his letter system. Both he and the seconder having accepted this amendment, discussion continued briefly along the above lines.

The previous question then being called, the President put the amendment (as amended to include pluses and minuses) to a vote. The vote being 58 against to 38 for the amendment (as amended), the President declared the amendment lost.

The previous question again being called, the President put the main resolution to a vote. The vote being 52 against and 45 for the resolution, the President declared it, too, lost.

Professor Wanderstock then moved the following resolution:

RESOLVED, That the Faculty authorize the preparation of an informational manual on grading practices and that the President appoint a committee of five for that purpose.

The resolution was seconded and, after a brief discussion as to whether the proposed manual might be "informative" or "instructive" (to which, it was pointed out, no satisfactory answer was then possible), approved.

There being no further business, the meeting was adjourned at 5:35 p.m.

Paul P. Van Riper
Paul P. Van Riper
Secretary

Olin Hall
Room M
October 17, 1962

The meeting was called to order by the Provost at 4:30 p.m. with 191 members present. The minutes for May 9, 1962 were approved.

The Provost announced the deaths of the following and the Faculty rose in silent tribute to their memory:

Herbert Henry Schwardt, Professor of Entomology, on May 14, 1962.

Otto August Reinking, Professor Emeritus of Plant Pathology, on June 1, 1962.

Marvin Bogema, Professor of Civil Engineering, on July 25, 1962.

Cornelius Betten, Professor Emeritus of Entomology, and Dean of the University Faculty from 1932 to 1945, on August 23, 1962.

Howe Symonds Cunningham, Professor Emeritus of Plant Pathology, on September 15, 1962.

The Provost expressed the regret of the President at his absence as a result of the dedication of the new Medical Library in New York City. Outlining other developments of interest to the Faculty, the Provost (1) spoke of the new buildings going up on the campus, stressing that, while the University had of necessity taken over two of the buildings from the contractor as a result of the latter's financial difficulties, the University would not lose in the process; (2) stressed the high proportion-- in comparison to the financial drives of other universities-- of Centennial funds earmarked for academic purposes as opposed to buildings and the like; and (3) outlined new and more liberal provisions with respect to group life insurance and retirement.

He then called on the Dean for a report.

The Dean noted that the total number of University Faculty members now exceeded 1,800, with over 1,200 on the active list here in Ithaca. The balance includes over 100 professors emeriti, some 60 at the Geneva Experiment Station, more than 450 in the Medical School and 32 in the School of Nursing. The organization of a faculty of this size required constant consideration of procedures, he said, and every effort would be made to see that the Faculty received appropriate information on matters of importance well in advance of decisions.

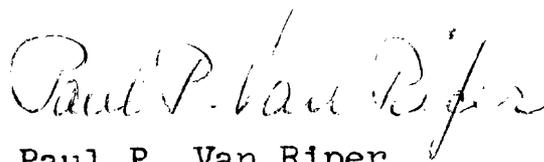
Noting an opinion of the University Counsel to the effect that Visiting and Acting Professors are in fact members both of the University Faculty and of the constituent college faculties, the Dean stated that all Deans had been so informed.

Under consideration, he reported, were such matters as the Code of Academic Integrity, the revision of the academic calendar, several matters relating to the economic status of the Faculty, a revision of the code of student conduct, a proposal relating to the status of research personnel employed by the University, and an information manual on grading practices.

The Provost then called on Frank H. Golay, Professor of Economics and Chairman of the Faculty Committee on Cooperative Purchasing, for a report. Speaking to a more detailed report, separately distributed to the Faculty, Professor Golay stated that, despite certain measures of economy and reorganization, the Ithaca Staff Purchases, Inc., was faced with generally declining fortunes. His Committee was planning to liquidate

the operation, he stated, and was so notifying the Faculty in advance. A formal motion accomplishing this purpose, would, he said, be presented at a subsequent Faculty meeting.

There being no further business, the meeting was adjourned at 5:15 p.m.

A handwritten signature in cursive script that reads "Paul P. Van Riper". The signature is written in dark ink and is positioned above the typed name and title.

Paul P. Van Riper
Secretary

Olin Hall
Room M
November 14, 1962

The meeting was called to order by the Provost at 4:30 p.m. with 81 members present. The minutes for the meeting of October 17, 1962, were approved.

The Provost announced the deaths of the following and the Faculty rose in silent tribute to their memory:

Howard Scott Liddell, Professor of Psychology,
on October 24, 1962.

Eva Lucretia Gordon, Professor Emeritus of Rural
Education, on October 27, 1962.

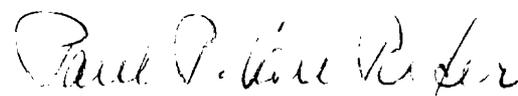
There being no special communications to the University Faculty, the Provost called for committee reports. Mr. Herbert H. Williams, Registrar and Chairman of the Committee on Registration and Schedules, presented the following amendment to the Faculty legislation of June 8, 1932, concerning residence requirements (new material underlined; deletions bracketed):

"A candidate for an undergraduate degree of Cornell University shall be required to spend the (last Year) last two terms of his candidacy in residence at this University, except that, with the consent of the special faculty concerned, a candidate may carry on the work of (that year or part of that year) either or both of these terms in absentia, provided that (his work be done under the supervision of a faculty of this University, that) before he receive the degree he pass such examination or make such a report as the faculty supervising his work may require of him, and that during the period of his absence he be registered as a student of this University and pay a fee of such amount as the Board of Trustees may fix. This residence and registration requirement shall not apply to a candidate carrying on work away from Cornell University, with prior approval of the special faculty concerned, when such work is equivalent to eight semester hours credit or less."

He noted that the proposal was unanimously approved by the members of his committee, which represented all schools and colleges concerned. He then moved the adoption of the proposal. The motion was seconded and, there being no discussion, approved.

The Provost then called on Paul P. Van Riper, Professor of Administration and Chairman of the Committee on Membership of the University Faculty, for presentation of a report (previously distributed) on "The Status of Research Personnel Employed by Cornell University." Professor Van Riper stated that his presentation at this meeting was for discussion only, it being the intention of the Committee not to request a vote before the December Faculty meeting. Professor Van Riper outlined the various requests for clarification of the status of research personnel which had prompted the assignment of such a study to the Committee. The latter, he said, had been at work for more than a year and a half, consulting with many of the interested parties along the way. He discussed briefly the main segments of the report, and offered to answer questions. This prompted a considerable discussion of a number of facets of the problems involved. The applicability of the proposals to various categories of personnel (especially in the Department of Chemistry), the limitation on Faculty membership and participation of research personnel, the timing and administration of the proposal, and the various benefits to research personnel comprised the major subjects of discussion.

There being no further discussion, the meeting was adjourned at 5:35 p.m.


Paul P. Van Riper
Secretary

3007
Olin Hall
Room M
December 12, 1962

The meeting was called to order by the President at 4:30 p.m. with 95 members present. The minutes for November 14, 1962 were approved.

The President announced the death of George Edward Romaine Hervey, Professor Emeritus of Entomology, on November 23, 1962, and the Faculty rose in silent tribute to his memory.

There being no special communications to the University Faculty, the President called on Paul P. Van Riper, Professor of Administration and Chairman of the Committee on Membership of the University Faculty, for presentation of a report (previously distributed and attached to these minutes) entitled "The Status of Research Personnel at Cornell." The report having been presented for discussion only at the previous meeting of the Faculty, Professor Van Riper spoke briefly in support of the report and then moved approval of that section of the report beginning on page 9, under the heading of "Legislative Proposals", and continuing through to the "Conclusion" on page 13. This was seconded.

The President called for discussion. Harold A. Scheraga, Professor and Chairman of Chemistry, then offered the following amendment:

1. That the first proposed By-Law amendment at the top of p. 10 of the proposal be amended to read as follows (new amendment in parentheses):
 - a. That the second sentence of par. 1, Article

XVIII, be amended by the insertion of the title Senior Research Associate between those of Lecturer and Research Associate (and by the insertion of the title Post-doctoral Associate between those of instructor and Research Associate).

2. That under section 2 ("General Intent, etc.") on p. 10 of the proposal there be added a new subsection "b" (with the remaining subsections appropriately redesignated) to read as follows:

- b. Post-doctoral Associate. That persons already possessing the Ph.D. or equivalent degree, who are still considered to be students--and so designated in any memorandum of appointment--but for whom the present customary title of Post-doctoral Fellow is not possible, be termed Post-doctoral Associates. It is recommended that the term of appointment of such persons be limited to one year, with limited renewability, normally for no more than three years in all; and that the pay and perquisites of such persons be equivalent to those granted or available to Post-doctoral Fellows. That is, it is recommended that Post-doctoral Fellows and Post-doctoral Associates be treated essentially alike, and that these titles not be utilized for non-students regularly employed as Research Associates, etc. If it is desired to retain a Post-doctoral Associate longer than, say, three years in a research capacity, any further appointment will be at the Research Associate level as outlined in the paragraphs immediately following.

The amendment was seconded. In support of the amendment, Professor Scheraga noted that it provided for certain circumstances, especially in the Department of Chemistry, in which it was felt the main proposal was not adequate to differentiate categories of research personnel. The President called for discussion of the amendment. Professor Van Riper noted that the amendment had been prepared with the assistance of his Committee and that, while

his Committee did not feel it was entirely necessary, it did no violence to the main proposal and was in essential accord with it. There being no further discussion, the President called for a vote. The amendment was approved.

The discussion then turned to the main proposal as amended. The questions involved mainly the potential effect of the proposal on certain research positions in the Experiment Stations of the College of Agriculture. Finally, the question was called, and the President put the main motion as amended to a vote. It was approved. The effect of the approval was to request the transmittal of the report to the President and, as appropriate, to the Board of Trustees for further suitable action.

The President then called on Thomas W. Mackesey, Dean of the University Faculty and Chairman of the Committee on Requirements for Graduation, for a report. The Dean noted the desirability of making the legislation concerning the physical education requirement conform to certain long-standing practices. On behalf of the Committee the Dean then moved the adoption of the following to clarify the legislation governing the requirements in physical education (new material underlined; deletions bracketed):

1. All undergraduate students must complete four terms of work (~~three~~ hours a week) in physical (training) education.
2. The requirement in physical (training) education is a requirement of the first four terms and postponements are to be allowed only by consent of the Committee on Requirements for Graduation.

3. Exemptions from the requirement may be made by the University Faculty Committee on Requirements for Graduation when it is recommended by the Medical Office (,by the Department of Physical Education,) or because of unusual conditions of age, residence, or outside responsibilities. (An exemption recommended by the Department of Physical Education shall be given only to students who meet standards of physical condition established by the Department of Physical Education and approved by the Committee on Requirements for Graduation.) Students who have been discharged from the armed forces may be exempted.
4. For students entering with advanced standing, the number of terms of physical (training) education required is to be reduced by the number of terms which the student has satisfactorily completed, not necessarily including physical (training) education, in a college of recognized standing.
5. Responsibility for the interpretation of the requirement and for its application in individual cases is placed upon the Committee on Requirements for Graduation.

The motion was seconded and a brief discussion followed.

The motion was then put to a vote and approved.

There being no further business, the meeting was adjourned.


Paul P. Van Riper
Secretary

October 20, 1962

MEMORANDUM

To: The University Faculty

From: The Committee on Membership of the University Faculty

Subject: Attached report, with recommendations, on "The Status of Research Personnel Employed by Cornell University"

The steady growth of research at Cornell has brought with it many problems concerning the status of research personnel employed by Cornell University. It is to these problems that this report is directed.

Types of problems. The following appear to be basic: (1) that a number of differentials, some involving real inequities, have arisen with respect to the pay and perquisites granted to various research personnel employed by Cornell; (2) that the existing system of titles and grades is inadequate for suitable differentiation among levels of research personnel; and (3) that the relationship of research to teaching, the use of professorial titles for research personnel, and several other matters relating to the role of employed research personnel in the Cornell community as a whole need clarification.

It should be understood that this report is not concerned with many other problems stemming from the growth of research, such as the extent to which research should or should not be undertaken, or the organization of research. Nor have we dealt with the problems of persons, such as post-doctoral fellows, who are not in fact employees of the University. These kinds of problems are, we agree, important, but they are not within the charter given our committee.

General guidelines behind our proposals. The recommendations to follow have been designed with these broad purposes in mind: (1) to bring some order out of considerable confusion respecting the status of research personnel employed at Cornell; (2) to recognize in an appropriate, consistent, and just fashion the contributions which such personnel are making to Cornell; yet, at the same time, (3) to help insure that the basic purposes of the University will not be jeopardized through undue commitment of financial resources, through undue dilution of Faculty governing bodies, or through undue encouragement of a proliferation of research organizations less devoted to the kind of research and other academic approaches suitable to Cornell than might otherwise be the case; and, as appropriate, (4) to accomplish these aims in a manner consistent with academic practice in institutions comparable to our own.

The Recommendations in Brief

1. That the following three-tiered titular and perquisite system be approved for research personnel employed by Cornell University and coordinated with the Faculty titular and perquisite system in the manner indicated:
 - a. That the title of "Graduate Assistant," (research and/or teaching) be limited to graduate students, in the manner currently practiced at Cornell and elsewhere. There is no real change here (See p.10 for details.)
 - b. That the current title of "Research Associate," now the only other non-professorial, research title authorized by the By-Laws of the University,

be limited to persons with qualifications and experience approximating those normally required of the Faculty levels of "Instructor" and "Assistant Professor." Further, it is proposed that, as finances, contracts, etc., permit, (1) Research Associates be granted contracts for up to three years (one year is all now authorized); and that (2) Research Associates be granted pay and perquisites similar to those offered Instructors and Assistant Professors, except for membership in constituent college faculties or the University Faculty. By special permission of the Graduate Faculty, Research Associates may now serve on Special Committees of the Graduate School, and we do not propose to change this provision. (See p.11 .)

c. That the new title of "Senior Research Associate" (a title now increasingly used in other universities) be authorized for persons with qualifications and experience approximating those normally required of the Faculty levels of "Associate Professor" and "Professor". Further, it is proposed that, as finances, contracts, etc., permit, (1) Senior Research Associates be granted contracts for up to five years (one year is all now authorized); and that (2) Senior Research Associates be granted pay and perquisites similar to those offered Associate Professors and Professors, except for full tenure, sabbatical leave, and membership in the University Faculty. As for membership in constituent college faculties, it is proposed that, as is now the case with Instructors, Senior Research Associates shall be non-voting members of their college or school faculties unless given the right to vote by the particular faculty. Present provisions concerning the serving of Research Associates on Special Committees of the Graduate School would apply to Senior Research Associates also. (See p.11 .)

2. That the use of professorial titles for full-time research personnel be considered very much the exception and limited to (1) research personnel with suitable (to the professorial rank) prior teaching experience at Cornell or elsewhere, and (2) to persons without teaching experience but who possess truly exceptional qualifications, widely recognized among experts in the field, and who may be expected to participate actively in the Cornell academic community. For those with infrequent or irregular teaching responsibilities (with teaching interpreted broadly to include direction of graduate work as well as offering of course work), it is felt that the presently available titles of Lecturer and Acting Professor (various levels), plus the special provision of possible membership in the Graduate Faculty, mentioned above, are both adequate and appropriate. There is no intent here to limit use of professorial titles in connection with regular and continued teaching responsibilities, even if only part-time. (See p.12 .)

3. That none of these provisions be applied retroactively or affect existing contracts, titles, etc., unless, at their option, persons affected wish to come under these provisions. But, if any such person does choose to come under the above provisions, it is intended that he shall do so on an all or none basis. (See p.12 .)

4. That these provisions be considered a statement of policy to be implemented as rapidly as finances, contracts, etc., permit. It is realized that implementation of these proposals will take some time. They are primarily a statement of objectives to be reached as soon as practically feasible. (See p.12 .)

5. It is recognized that these proposals will not apply, except insofar as they may wish to follow them, to the Medical College and the Cornell University--New York Hospital School of Nursing; and it is not proposed to apply the limitation on the use of professorial titles for full-time research personnel to the Agricultural Experiment Station at Geneva, where such titles were specifically approved for full-time research personnel by considered action of this Faculty some years ago.

Action Requested

These proposals may not be fully implemented by the University Faculty acting alone. However, in the attached report, specific legislation is proposed for the consideration of the University Faculty, which, if approved, then would be transmitted to the President and, as appropriate, to the Board of Trustees for further suitable action.

Conclusion

From among several possibilities, we have selected the framework for action which, in our opinion, is best suited to Cornell. We recognize that time and experience may suggest revision and refinement of any proposals such as those dealt with here. What we have recommended is intended merely as an essential, and overdue, first step. This step is outlined in full detail in the report which follows immediately, as Appendix "A" to this memorandum.

Philip J. McCarthy
John W. Wells
George Winter
Paul P. Van Riper, Chairman

November 30, 1962

TO: MEMBERS OF THE UNIVERSITY FACULTY

The following will be offered on behalf of the Department of Chemistry in amendment of the proposal entitled "The Status of Research Personnel at Cornell":

1. That the first proposed By-Law amendment at the top of p. 10 of the proposal be amended to read as follows (new amendment in parentheses):
 - a. That the second sentence of par. 1, Article XVIII, be amended by the insertion of the title Senior Research Associate between those of Lecturer and Research Associate (and by the insertion of the title Post-doctoral Associate between those of Instructor and Research Associate).
2. That under section 2 ("General Intent, etc.") on p. 10 of the proposal there be added a new subsection "b" (with the remaining subsections appropriately redesignated) to read as follows:
 - b. Post-doctoral Associate. That persons already possessing the Ph.D. or equivalent degree, who are still considered to be students--and so designated in any memorandum of appointment--but for whom the present customary title of Post-doctoral Fellow is not possible, be termed Post-doctoral Associates. It is recommended that the term of appointment of such persons be limited to one year, with limited renewability, normally for no more than three years in all; and that the pay and perquisites of such persons be equivalent to those granted or available to Post-doctoral Fellows. That is, it is recommended that Post-doctoral Fellows and Post-doctoral Associates be treated essentially alike, and that these titles not be utilized for non-students regularly employed as Research Associates, etc. If it is desired to retain a Post-doctoral Associate longer than, say, three years in a research capacity, any further appointment will be at the Research Associate level as outlined in the paragraphs immediately following.

October 20, 1962

The Status of Research Personnel Employed by Cornell University

A Report with Recommendations

from

The University Faculty Committee on Membership
of the University Faculty

INTRODUCTION: SCOPE AND PURPOSE

This report is concerned with the status and role of research personnel employed by Cornell University. It is not concerned with the extent to which research should or should not be undertaken, the organization of research or the conditions of work of persons, such as post-doctoral fellows, not formally employed by the University.

The report assumes that research is already of importance at Cornell, that research is likely to increase rather than decrease, and that it is time for the University Faculty to consider certain problems deriving from the growth of research at Cornell.

The analysis to follow endeavors to outline these problems, to propose appropriate solutions, and to recommend certain specific legislation for the consideration of the University Faculty, which, if approved, then would be transmitted to the President and, as appropriate, to the Board of Trustees for further suitable action. The problems involved are of some complexity and cannot be solved by this Faculty acting alone. But the views of this Faculty are essential to any full resolution of the matters at hand.

The general purpose of the following discussion, together with certain proposals and explanations of intent, has been --

- (1) to bring some order out of considerable confusion as to the role and status of research personnel at Cornell;
- (2) to recognize in an appropriate, consistent, and just fashion the contributions which such personnel are making to the academic community here at Cornell and elsewhere;
- (3) yet, at the same time, to help insure, so far as possible, that the basic purposes of the University will not be jeopardized through undue commitment of financial resources, through undue dilution of the Faculty governing bodies, or through the creation of a proliferation of research organizations less devoted to the kind of research and other academic approaches suitable to Cornell than might otherwise be the case; and
- (4) as appropriate to accomplish these aims in a manner consistent with academic practice in institutions comparable to our own.

(See other side)

BACKGROUND INFORMATION

As of the winter of 1961-62, there were at Cornell perhaps as many as 1,000 persons actively and specifically employed (paid by the University, in whole or in part) in research and with "research" or a related word or phrase in most of their formal position titles. Fully accurate data are not available, but the totals in the table immediately following appear reasonably correct.

<u>Categories</u> (by title)	<u>State Colleges</u>	<u>Geneva</u>	<u>Endowed Colleges*</u>
1. Research Professors ***	34 (est.)	56	3
2. Research Associates	46	4	93
3. Research Assistants	326****	11	255
4. With miscellaneous titles, such as Research Chemist, etc.	90**	**	5 (est.)

- * Excluding the Medical College and School of Nursing in New York.
- ** Geneva representatives included in state colleges figure.
- *** Various levels; all full-time in research though word "Research" is not in all the professorial titles of these persons.
- **** Includes some with mixed teaching and research functions.

Considered on an annual basis, salaries for the above personnel may range from \$2,000 or so a year to \$12,000 or so. Of course some are on a part-time basis and paid by the hour, for a few hours to several weeks or months.

At any given point of time, tenure for those without professorial rank (categories 2, 3, and 4 above) is limited, by the By-Laws of the University, to a yearly contract. There are no By-Law limitations on renewal of contracts year by year. The present By-Laws state that a "Research Associate shall be appointed by the President for a term of one year"; and an "Assistant" (of any type) "shall be appointed by the dean, director or head of the particular college, separate school or separate academic department, division or center for a term of one year". (Art. XVIII, par. 2) The tenure provisions applying to categories 2 and 3 apparently are applied to category 4 also. Research personnel of professorial rank are accorded the tenure provisions normally associated with the various professorial levels. Some persons, particularly in categories 2 and 4, have been at Cornell on yearly appointments, continuously renewed, for as long as 10 to 12 years.

Apparently there are no standardized appointment procedures for research personnel of any even moderately universal applicability throughout Cornell, except for those with professorial rank. Appointments in categories 2, 3, and 4 may be made, in effect, upon the recommendation of a single faculty member directing a certain research project, or they may be made through procedures more or less resembling those for regular faculty appointments, or by variations in between.

As to the relationship of research personnel without professorial rank to any aspect of teaching, there is also no generally explicit understanding. Some research personnel without professorial rank have on occasion had limited teaching responsibilities. The only explicit authorization which permits limited teaching responsibilities for research personnel other than those with professorial

rank is found in that section of the University By-Laws which pertains to the membership of the Graduate Faculty. Among others, this Faculty may be composed of "those members of the University's staff of instruction and research who have been designated members of the Graduate Faculty by the dean of the Graduate School with approval of its general committee on the basis of recommendations made by fields of the Graduate School through their representatives and/or other members of the Graduate Faculty." (Art. XIII, par. 5) At the present time, some four Research Associates have, for specific purposes (primarily to serve on a graduate student's Special Committee) been brought into the Graduate Faculty under this provision.

Other than for the Graduate Faculty (mentioned above), there are no provisions for membership of research personnel with other than professorial rank on the faculties of the constituent schools and colleges of Cornell. Indeed, present By-Law provisions clearly connote that it is not intended that they be so included. (Art. XIV, par. 1). Nor may such persons be members of the University Faculty. (Art. XIII, par. 1)

As for various other perquisites, it appears that there are many differences not only between endowed and contract colleges but also among various colleges and departments in the endowed colleges. Such perquisites include retirement, health insurance (Blue Cross, Blue Shield, and Major Medical), group life insurance, free tuition for children, and miscellaneous privileges, including the Statler Club, library, parking, athletic books and facilities, etc.

In some cases it would appear that certain perquisites are not available through oversight rather than through deliberate omission. The Committee has been informed that plans are now under way to provide all non-professorial research personnel, except students, with at least those perquisites normally offered to members of the supervisory, administrative, and professional staff of the University (other than Faculty).

THE GENERAL PROBLEM

Given the importance of research as a function of a university such as Cornell and given the chaotic situation with respect to the status and perquisites of our present research personnel, can anything be done to regularize and systematize our Cornell procedures with respect to such matters? We believe that it can. But before proposing solutions to any particular problem, it is necessary also to consider other factors dealt with in the next section. That is, there are certain parameters within the limits of which we believe any solution should be devised.

GUIDELINES WITHIN WHICH ANY SOLUTION SHOULD BE DESIGNED

The following represent the principal guidelines within which the Committee endeavored to work in design of any proposals for the problems outlined above:

1. Use of professorial titles for purely research positions. Here the question has arisen: Are there no limits whatever to the proper use of professorial titles? While this question has also arisen in connection with other matters, let us consider it briefly as it might apply to research. There are some full-time research positions (as indicated in the chart above) whose incumbents hold professorial titles usually, though not always, preceded by the word "Research". In the endowed colleges, these have been very much the exception, with such titles normally granted to those who have in the past held teaching responsibilities of importance here at Cornell or elsewhere; and these appointments have been made through the normal channels for professorial

(See other side)

appointments. The custom has been somewhat more widespread in the contract colleges, and particularly at the Geneva Experiment Station, where professorial titles were permitted for full-time research personnel by action of this Faculty some years ago. This special provision applying to Geneva, we do not propose to modify. Otherwise, it seems appropriate to place some limits to the indiscriminate use of professorial titles for positions involving either no or very irregular teaching (with teaching interpreted broadly to include direction of graduate students as well as conduct of course work) responsibilities.

Any other approach seems to this Committee to tend inevitably to dilute the significance of the professorial titles, to dilute the membership of the various faculties, and to be inappropriate to an accurate description of the task if it is solely a research task. It is true that a very few universities have broadened the use of professorial titles for purely research purposes, but the limits proposed later in this report are by far the most typical.

2. Custom and experience in other universities. Only with respect to the category of "Graduate Assistant" (research and/or teaching) does there appear to be any universally recognized standard concerning the titles and functions of research personnel. Your Committee has inquired in some detail into the practices of California, Columbia, Chicago, Harvard, Illinois, Michigan State, MIT, North Carolina, Pennsylvania, Princeton, Stanford, Texas, Wisconsin and Yale. All these institutions indicate problems similar to ours at Cornell. We did find, however, that the title of Research Associate was quite widely used, and that of Senior Research Associate less widely but increasingly used. One of our recommendations, therefore, has drawn on this experience, for it seems important to us that, as appropriate, Cornell academic practices relate as closely as possible to those of comparable institutions.
3. Non-retroactive clause. We do not propose to attempt to interfere with any current contractual arrangements for research personnel, nor with the renewal terms of persons now under contract. However, the intent is not to bar application of any regulations deriving from our proposals to such persons at their request, providing such application is in fact feasible. Our proposals specifically relate to new contracts with new personnel. This means that conversion of the present situation into something fully consonant with our proposals may take some time, despite the relatively short tenure of many research personnel. But to proceed otherwise seems to the Committee as manifestly unfair. Your Committee does feel, however, that, should any present research staff member be eligible to come under regulations deriving from our proposals, and desire to do so, his transition should be on an all or none basis. That is, any present research staff member, if he so desires, should be brought entirely under any new regulations rather than be permitted to pick and choose; a person not desiring to come entirely under any new system should remain under terms similar to his present contract.
4. Present endowed and contract college titular system. Adoption of the proposed title structure will require a review and possible reassigning of titles of a number of employees in both the endowed and contract colleges. However, it is believed that this can be carried out reasonably expeditiously within the existing framework of procedures and with due consideration to item 3 just above. In any event it seems both desirable and feasible to work toward a uniform titular structure for research personnel throughout the entire university, even though it might take some time to accomplish this.

5. The titular system outlined in the University By-Laws. With one exception the relevant By-Law provisions have already been quoted. This additional section of the By-Laws reads as follows:

"Grades of Appointment: Appointment to the University's staff of instruction and research shall be made at one of the following grades: University Professor, Professor, Associate Professor, Assistant Professor, Instructor, Research Associate, Lecturer, or Assistant. Descriptive terms such as "Visiting", "Acting", or "Research" may precede titles. Visiting scholars and scientists who are afforded facilities for resident work but who perform no formal duties and are paid no salary may be appointed by the President to the title of Visiting Fellow." (Art. XVIII, par. 1)

It is this provision which permits the granting of professorial titles, preceded or not by the word "Research", to persons wholly engaged in research. As indicated above, we do not propose to eliminate this possibility, rather, to hold it within fairly strict limits, except in the case of the Geneva Experiment Station.

This By-Law provision also provides quite well, it should be pointed out, for the full-time researcher without professorial rank whom, nevertheless, it may be desirable to utilize for temporary or part-time teaching purposes. Such a person may be given a title such as "Acting Professor" or "Lecturer" for such periods as he may be engaged in teaching. Or, if participation in the direction of master's and doctoral work, under the auspices of the Graduate School, is all that is involved, present legislation (already quoted) now permits the addition, on temporary or other bases, of any suitably qualified and interested instructional or research staff member to the Graduate Faculty. Of course, if it is desirable and appropriate to utilize any full-time researcher without professorial status in teaching as a regular matter, any Faculty may so recommend along with a recommendation that he be granted suitable professorial rank.

What the By-Laws do not provide for, it seems to us, is for even minimal gradations among full-time research personnel not engaged in teaching. Actually, only the two rough "ranks" of (1) Assistant (preceded by suitable adjectives such as "research", etc.) and (2) Research Associate are provided for through titles involving other than professorial rank. A basic segment of our proposal, therefore, relates to this problem.

6. The accepted view of the functions and status of a "Graduate Assistant." Throughout American higher education there appears to have developed a quite consistent conception of the functions and qualifications of a "Graduate Assistant" engaged in research and/or teaching. Present Cornell practice is in accord with this. That is, generally speaking, the title of Graduate Assistant is limited to master's and/or doctoral students (more often the latter) who are in the process of obtaining their graduate degrees and who, in general terms, may be considered to be in a type of "apprenticeship". We propose no change in our customary practices with respect to the use of this title, the functions and status it represents, or the perquisites

(See other side)

normally granted to its holders. There may be some question concerning our occasional use of this title with respect to non-students, and this we will speak to under our recommendations.

7. Use of the title "Research Associate". Under present By-Law provisions, this is the sole non-professorial title now authorized for full-time research personnel not in the student category. As a result, at Cornell this has become a catch-all covering persons with a wide variety of both training and experience. In contrast, present legislation permits use of at least four levels of professorial titles for teaching personnel with a similar range of training and experience. These levels consist of Instructor through full Professor. We do not propose four levels for full-time research personnel. But there does seem to be more than adequate--indeed, compelling--reason to provide at least two levels of titles for research personnel above the level of Assistant. Actually, it would appear that in several institutions similar to Cornell such a distinction is emerging, through practice, if not through conscious planning. It would seem desirable to provide explicitly for such at Cornell, and our recommendations encompass this matter.
8. Procedures and perquisites. At the same time as ranks and titles are considered, it would seem appropriate--again, almost essential--to consider appointment and tenure procedures as well as various perquisites. This we have done and our recommendations relate to these also. Here we have found almost no guidelines to follow, either based on the experience of Cornell or that of similar institutions. Of necessity, we have been guided by a mixture of pragmatic comparisons, general equity, and, we hope, common sense. We have, however, been forced to bear heavily in mind the frequently transitory nature of the financial support for many research projects and the undesirability of undue commitment into the future of what may be termed "regular" University funds. Yet government contract procedures and those of an increasing number of foundations recognize, as legitimate expenditures in connection with research, the use of research funds for an increasing number of financial perquisites; and this we have tried to recognize also. That is, in our proposals we have tried to strike some balance between equity to qualified research personnel and the financial and other resource limits of the University over time.

THE SPECIFIC PROBLEM

As we see it, then, the specific problem would appear to lie in an inadequate system for differentiation--in titles and perquisites--among a large and growing number of full-time research personnel of widely varied training and experience, and for whom professorial titles are usually inappropriate. Underlying this problem is also the matter of the general relationship of such research personnel to the Cornell academic community as a whole. It seems to the Committee that such personnel should be in a position where they can in fact feel that they are part of the general academic community, not necessarily in the same way as for the "Faculty" but in a suitable way.

With this kind of more specific problem in mind, we have addressed ourselves to the following specific proposals.

LEGISLATIVE PROPOSALS

1. By-Law revision. To accomplish certain of our proposals, some By-Law revision is necessary. Much of what needs to be done can be accomplished under the provisions of three quite simple amendments. Therefore, we pro-

pose that the University Faculty recommend to the President, for transmission to the Board of Trustees, approval of the following By-Law amendments (additions underlined):

- a. That the second sentence of par. 1, Article XVIII, be amended by the insertion of the title Senior Research Associate between those of Lecturer and Research Associate.
 - b. That the second sentence of par. 1, Article XIV, be amended to read as follows: "Instructors and Senior Research Associates shall be non-voting members, unless given the right to vote by the particular faculty."
 - c. That the title "Research Associate" be deleted from par. 2c of Article XVIII, and that a new sub-section to par. 2, Article XVIII, be added as follows: Research Associates shall be appointed by the President for a maximum term of three years, and Senior Research Associates for a maximum term of five years.
2. General intent and implementation of proposed By-Law revisions. We propose, in addition: that the University Faculty adopt the following as comprising a general statement of intent with respect to the interpretation and implementation of the above By-Law revision proposals.
- a. Graduate Assistant. That the title of "Graduate Assistant" (and the associated titles of Research Assistant and Teaching Assistant) continue to be used with respect to students, but limited entirely to graduate students. It is felt that these titles are not suitable for non-students. For such of the latter as are at this level of education and experience, we recommend titles from the University's personnel system for administrative, supervisory, and professional employees. The occasional undergraduate who may be employed in work related to research can be handled similarly.
 - b. Research Associate and Senior Research Associate. That the titles of "Research Associate" and "Senior Research Associate" be reserved for persons engaged in full-time research and who have qualifications paralleling those of persons engaged in instruction, as expressed in terms of levels of training and experience. If it is considered desirable for full-time research personnel at these two levels to engage in teaching, they should be considered for a regular professorial appointment, for an appointment as "Instructor", or for more temporary appointment as, for example, "Acting Assistant Professor" or "Lecturer". The awarding of professorial titles, either with or without the prefix of "Research", to full-time research personnel who are expected to continue full-time in research should be held, we recommend, within the limits outlined in section 2d below. More specifically,
 - (1) Research Associate. That the title of "Research Associate" be reserved for persons with training and experience equivalent to that expected of instructors and assistant professors. Insofar as finances, contractual arrangements, and related matters permit-- and, in any event, as rapidly as possible--Research Associates should be given the pay and perquisites suitable to the teaching ranks of instructor or assistant professor, with one exception.

We do not recommend voting or non-voting membership for such persons in the University Faculty or in the faculties of the constituent schools and colleges. With respect to the Graduate Faculty, we recommend the continuation of the present policy of permitting, under existing legislation, limited numbers of Research Associates to participate, in special situations, on Special Committees and in related graduate activities.

- (2) Senior Research Associate. That this title be reserved for persons with training and experience equivalent to that expected of associate or full professors. Insofar as finances, contractual arrangements, and related matters permit--and, in any event, as rapidly as possible--Senior Research Associates should be given the pay and perquisites suitable to the teaching ranks of associate or full professor, subject, however, to the following provisos which, in part, represent exceptions:
- (a) Faculty status. That present provisions allowing the appointment to the Graduate Faculty, on a selective basis, of persons with such status be continued. We do not recommend the inclusion of Senior Research Associates within membership of the University Faculty. But it is recommended that the By-Law provision concerning constituent school and college faculty membership for Instructors be applied also to Senior Research Associates. That is, we recommend that Senior Research Associates should be non-voting members of the appropriate constituent faculty unless given the right to vote by that faculty, a right which is optional with that faculty. One of our By-Law revision proposals is designed to accomplish this.
- (b) Term of appointment. That the intent of another of the specific By-Law revision proposals is to permit the appointment of Senior Research Associates for terms of up to five years, with no specific limits on renewal, and of Research Associates for up to three years, also with no specific limits on renewal. Permanent tenure is not contemplated or recommended, on two grounds: first, that finances are unlikely to permit and should not be jeopardized at the possible expense of the teaching and professorial faculty; and, second, that the granting of tenure might well unduly encourage the type of research operation which, in order to support itself, must become a self-generating research agency of the kind all too often devoted to pragmatic matters unrelated to the more basic types of research which are most appropriate for an institution such as Cornell. Nevertheless, it is hoped that Research Associates and Senior Research Associates will be given, within the above time boundaries, terms of appointment as long as feasible. There is a growing body of professional full-time researchers with great talent, training, and experience, who, by preference or inclination, prefer the full-time research role; and these, we feel, deserve more appropriate tenure recognition than is now possible under the present mandatory one-year contract limitation.

- (c) Sabbatical leave. That, as with Research Associates, we do not recommend the granting of the traditional form of sabbatical leave to Senior Research Associates. Various reasons may be given for such a position, but the one which strikes us as most cogent is that sabbatical leave is most frequently granted to teaching personnel to accomplish what Research Associates and Senior Research Associates are already working at on a full-time, fully-paid basis.
- c. Appointment procedures. That this proposal, or any part of it, is not intended to require appointment procedures for any full-time research personnel (and certainly not for graduate students functioning as Assistants), whatever the rank or level, identical to those now used for the teaching staff of instructor or professorial rank. However, it is recommended that much more careful consideration be given to the qualifications of Research Associates and, especially, Senior Research Associates than has been generally customary in the past. It is difficult to be more precise, because of the requirements of particular research projects under the direction of particular faculty members and departments, etc. But, certainly, for example, all Senior Research Associate and many Research Associate appointments should be scrutinized with great care and after the usual consideration of alternative candidates; and some consideration other than merely the expiration of time should govern the matter of re-appointments to such positions.
- d. Professorial titles in relation to full-time research. That the use of professorial titles for full-time research personnel be limited (1) to research personnel with appropriate (to the professorial rank) prior teaching experience at Cornell or elsewhere, and (2) to research personnel without teaching experience who, nevertheless, possess truly exceptional qualifications, widely recognized by experts in the field, and who may be expected to participate actively in the Cornell academic community. For those with infrequent or irregular teaching responsibilities, it is felt that the presently available titles of Lecturer and Acting Professor (various levels), plus the special provision of the Graduate School (mentioned above), are both adequate and appropriate. There is, of course, no intent here to limit use of professorial titles in connection with regular and continued teaching responsibilities, even if only part-time. When in doubt as to the boundary line, it is recommended that the professorial title not be used. There is no intent, however, to interfere with the use of professorial titles as now authorized, under prior legislation, at the Agricultural Experiment Station at Geneva.
- e. Retroactivity. That in no case is this proposal intended to operate retroactively in any way, nor is it in any way aimed at the terms of appointment (or renewal of appointment on the same terms) of present research personnel except as they may desire. However, if any present research staff member does so desire, it is intended that he should be brought under the general framework outlined herein on an all or none basis. This proposal is primarily designed to govern the terms, etc. of new appointments for new (to Cornell) research personnel as new contracts, both for personnel and for research itself, may permit. Finally, it is intended that this

proposal be implemented as rapidly as reasonably possible, and that, as feasible, its implementation with respect to some research personnel be undertaken whether or not, at any given point of time, it is or may be applicable to all.

CONCLUSION

From among several possibilities, we have selected the framework for action which, in our opinion, is best suited to Cornell. We recognize that time and experience may suggest revision and refinement of any proposals such as those dealt with here. What we have recommended merely as an essential, and overdue, first step.

Philip J. McCarthy
John W. Wells
George Winter
Paul P. Van Riper, Chairman

3011
Olin Hall
Room M
January 16, 1963

The meeting was called to order by the Provost at 4:30 p.m. with 102 members present. The minutes for December 12, 1962 were approved.

The Provost called for a report from Howard G. Andrus, Professor of Guidance and Personnel Administration and Chairman of the Committee on the Scheduling of Public Events. On behalf of a unanimous Committee, Professor Andrus offered the following resolution and moved its adoption:

RESOLVED, That the University Faculty designate Saturday, May 11, 1963, as Spring Day, a University holiday, except in the Law School, and instruct the Committee on Registration and Schedules to schedule evening hours which members of the Faculty may use for classes and laboratories which are normally scheduled on that day.

The resolution was seconded. In response to a question as to whether the Committee had considered the utility of Spring Day, Professor Andrus replied that it had, but, as the students were also considering the matter, that his Committee preferred to leave action to them at this time. The resolution was then approved.

The Provost called on John Summerskill, Associate Professor of Clinical and Preventive Medicine and Vice President for Student Affairs, for a progress report. He outlined the administrative organization for student affairs following the redefinition of Faculty policies in 1958. Outlining such problems as increasing enrollments, increasing number of

foreign students, the growing size of financial awards (over \$6 million a year now), and the need for additional service areas in Willard Straight and elsewhere, he expressed the hope that members of the Faculty would maintain their interest in student affairs and continue to serve willingly on the Faculty and other committees involved. He especially stressed the question of the quality of instruction in the first and second year, noting this as a matter of recurring comment to his staff; this problem, he felt was posing a serious student morale problem.

The Provost recognized Arthur M. Mizener, Professor of English and Chairman of the Faculty Council Committee on Presidential Selection, for a report on behalf of the Committee. He stated that the Committee (composed of Professors Rudolf B. Schlesinger, Andrew Schultz, Jr., Adrian M. Srb, and Vincent du Vigneaud, together with Dean Mackesey and himself) had been consulted at all important points and its opinions received with every seriousness. He outlined briefly the methods and points of consultation, and concluded with the view that "the Committee had been treated as I believe we would feel a Faculty Committee should be treated in this respect."

Alfred E. Kahn, Professor of Economics, was then recognized for the purpose of offering a resolution on behalf of the Faculty Council. He proposed the following and moved its adoption by the Faculty:

RESOLVED, That the University Faculty hereby expresses its deep appreciation to the Board of Trustees, to its Executive Committee, and to Trustee Severinghaus for their continuous consultation with, and intimate involvement of, the Faculty in the process of selecting a new President. It also expresses its gratitude to Professor Mizener and the Faculty Council Committee on Presidential Selection for their arduous and conscientious labors on its behalf.

The motion was seconded and approved unanimously.

There being no further business, the meeting was adjourned at 5:05 p.m.


Paul P. Van Riper
Secretary

3014
Olin Hall
Room M
March 13, 1963

The meeting was called to order by the Provost at 4:30 p.m., with 327 members present. The minutes of the meeting of January 16, 1963 were approved.

The Provost announced the deaths of the following members of the Faculty:

Thomas Rud Nielsen, Associate Professor of Soil Science, on January 31, 1963.

William Arthur Hagan, Professor Emeritus of Veterinary Bacteriology and Dean of the College of Veterinary Medicine from 1932 to 1959, on February 1, 1963.

Romeyn Yatman Thatcher, Professor Emeritus of Civil Engineering, on February 11, 1963.

The Faculty rose for a moment of silent tribute.

The Dean read a communication from B. E. Wigginton, '65, Chairman of the Cornell Red Cross Unit, announcing a drive for children's clothing and books to be put on the first week after Spring Recess for the sake of the flood victims of some areas of Kentucky, in hopes that faculty members with families may be able to contribute.

In the absence of the Chairman of the Committee on Nominations, John W. Wells, Professor of Geology and a member of the Committee, was called on to present a slate of candidates for the Faculty positions to be filled in the standing committees and boards of the University Faculty. The slate having been circulated with the call and there being no further nominations from the floor, a motion to approve the proposed slate was seconded and passed by a voice vote.

The Dean was then called on to report on the matter of the impending vacancy in the Office of Secretary of the University Faculty. The legislation concerning the tenure of this office being somewhat ambiguous, though indicating the possibility of reappointment, it was deemed wise to consult the Faculty Council. This body saw fit to recommend to the Faculty the extension of the tenure of Professor Paul P. Van Riper as Secretary of the University Faculty for a period of three more years. The Dean, therefore, moved that the Faculty extend the appointment of Professor Van Riper for the three years commencing July 1, 1963. The motion was seconded and passed by a voice vote.

Frank H. Golay, Professor of Economics and Chairman of the Committee on Cooperative Purchasing, was invited to report on that organization. Because, he said, the organization ceased operation during a fiscal year there is a claim pending for recovery of overpayment of Federal and State income taxes. If these claims are paid in full, Professor Golay stated, it was his belief that the remaining deficit and loss to the University would be of the order of \$500. He, therefore, moved that the Committee on Cooperative Purchasing be discharged and the legislation of this faculty of October 13, 1954 and December 8, 1954 creating the Committee on Cooperative Purchasing be repealed.

The motion was seconded and passed by a voice vote.

William H. Erickson, Professor of Electrical Engineering and Chairman of the Faculty Council Subcommittee on Academic

Integrity, was asked to present his report. At the outset he indicated a correction to the "Code of Academic Integrity", as distributed; e.g. that the words "including the College of Veterinary Medicine" be inserted following "professional schools" in the middle of Section II, part A.

After referring to previous explanations of his Committees' proposal in various ways and at different places, Professor Erickson offered the following resolution:

WHEREAS, Absolute integrity is expected of every Cornell student in all academic undertakings and cheating, plagiarism, and other forms of academic fraud are to be considered offenses against the entire academic community; and

WHEREAS, It is desirable that similar offenses be treated in similar manner in all parts of the University; and

WHEREAS, It is desirable to have a central record of cases of academic fraud; and

WHEREAS, It is proper and desirable that students participate in a systematic way in the procedures for dealing with cases of alleged academic fraud; and

WHEREAS, The rights of the teacher to conduct his classes in accord with his own standards and to give such grades as seem to him to be appropriate and just must not be jeopardized; therefore,

RESOLVED, That the Faculty adopt the following Code of Academic Integrity and that recommendations be made to the Board of Trustees for amendment of the By-Laws and Legislation as may be necessary so that the Code of Academic Integrity may become operative at the earliest possible time.

The resolution was seconded and discussion called for.

John C. Gebhard, Professor of Civil Engineering, proposed amendments having to do with the establishment, in effect, of subcommittees of the Committee on Academic Integrity in such

divisions of the University as might wish to administer the Code themselves. After considerable discussion in which, among other things, it was brought out that this would involve a large number of faculty members, perhaps needlessly, and that the proposal was contrary to the basic proposal of a central committee, the motion to amend was put to a voice vote and lost.

A question directed to Professor Erickson brought the response that the maximum penalty that in his opinion could be imposed by a faculty member for fraud is a grade of zero in the course.

General discussion brought out such objections as: that the Code, if adopted, would encourage informing; that we should assume our students, when admitted, to be honorable and that, therefore, the requirement of signing a statement is insulting; that apathy on the part of faculty members tends to encourage fraud, etc.

Walter F. Berns, Associate Professor of Government, moved to amend II B 4 by substituting the word "inform" for "consult with" and revising the last part of the paragraph to read "---on Academic Integrity, after which either the faculty member or ---". The motion was seconded and passed by a voice vote.

Kenneth Greisen, Professor of Physics and Nuclear Studies, spoke against the wording of Section II A 3, indicating that this would stifle free inquiry and communication between students which, in many cases, play an important role. He also deplored the wording in part 2 as too restrictive and not in

the spirit of the Code. He, therefore, proposed to amend these two parts as follows:

II A 2 - revise the last sentence to read "If he knowingly represents the work of another as his own he shall be guilty of dishonesty".

II A 3 - revise to read "No student shall give fraudulent assistance to another student".

The motion was seconded and passed by a voice vote.

Further discussion of the main motion brought out: objections to the whole proposal, with the counter suggestion that each division have a faculty-only committee; that any "honor system" has informing as an inherent part; that if students were to inform, faculty members should also; that the wording of II A 5 concerning informing was proposed by the students and not the faculty members of the subcommittee; that the students are, in reality, seeking some sort of protection against the unfair advantages gained by those who "get away with" cheating; etc., etc.

A motion by Bertram F. Willcox, Professor of Law, to amend II A 5 by replacing "shall" by "should" was seconded, but lost 61 to 41 by a show of hands.

The danger of snap accusations by faculty members based on slender, poorly supported suspicions, or of informing on slight or even no grounds by one student against another out of spite or the like, were pointed out.

Finally, as the hour approached 6:00, it was pointed out by several persons that it would seem unwise to attempt to take any final action with much of the proposal so obviously in an unresolved state.

It was, therefore, moved by Robert H. Elias, Ernest I. White Professor of American Studies, that the whole proposal be referred back to the subcommittee for reconsideration and report at the next Faculty meeting. The motion was seconded and passed by a voice vote.

The meeting adjourned at 5:58 p.m.



Frederick S. Erdman
Secretary pro tem

Slate of the Committee on Nominations

At the meeting of the University Faculty to be held on March 13, 1963, the following names will be placed in nomination by the Committee on Nominations. Nominations from the floor will be in order. The election will be conducted by mail ballot between the March and April meetings of the Faculty. Biographical sketches of the nominees are enclosed.

For the Faculty Council - Three year terms - Four to be elected

Donald F. Holcomb and William T. Miller
William T. Keeton and Royse P. Murphy
Byron W. Saunders and Charles I. Sayles
Howard E. Evans and Jean Warren

For the Committee on Academic Freedom and Tenure - Four year terms -
Two to be elected

Fredrick T. Bent and W. Tucker Dean
John G. B. Hutchins and Isabel J. Peard

For the Committee on the Economic Status of the Faculty - Five year
term - One to be elected

Frank H. Golay and Philip J. McCarthy

For the Committee on Nominations - Three Year terms -
Three to be elected

Glenn W. Hedlund and Robert A. Poison
Stuart M. Brown and Robert J. Walker
Gerald W. Lattin and Maurice F. Neufeld

For the Committee on Student Affairs - Three year terms -
Two to be elected

Anthony J. Caputi and Robert B. Reeves
Alan K. McAdams and Raymond G. Thorpe

For the Committee on Student Conduct - Four year terms -
Two to be elected

Kurt L. Hanslowe and Robert McGinnis
Robert S. Pasley and Francis W. Saul

(See other side)

For the Board of Physical Education and Athletics - Three year term -
One to be elected

Russell D. Martin and Arthur E. Nilsson

For the Board on Student Health - Three year term - One to be elected

Charlotte M. Young and Leroy K. Young

Committee on Nominations

Nelson H. Bryant
Jean Failing
John G. B. Hutchins
Philip G. Johnson
John W. MacDonald
Henry M. Munger
Frederick M. Wells
John W. Wells
John R. Johnson, Chairman

April 10, 1963

The meeting was called to order by the President at 4.30 p.m. with 193 members present. The minutes of the meeting of March 13, 1963 were approved.

The President announced the deaths of the following Faculty members and the Faculty rose for a moment of silent tribute:

Paul Halladay Underwood, Professor Emeritus of Civil Engineering, on March 17, 1963.

Walter Conrad Muenscher, Professor Emeritus of Botany, on March 20, 1963.

The President requested the Dean to present certain communications. Both, the Dean stated, referred to the pending proposal with respect to a Code of Academic Integrity. The first, from Mr. Harold Nathan on behalf of the Executive Board of Student Government, was as follows:

"EXECUTIVE BOARD STATEMENT
ON
"PROPOSED CODE OF ACADEMIC INTEGRITY

"At Wednesday's University Faculty meeting the proposed University Code on Academic Integrity whose life began almost two years ago in a Student Government committee will receive its final hearing. We urge the Faculty to turn out to support this extremely significant effort to rationalize and strengthen the University's approach to academic integrity.

"The key reason for a code on academic integrity is that there is academic fraud of various types at Cornell. Academic fraud is probably no more significant here than at most other major universities yet it would be ridiculous to deny that it exists.

"The various forms which academic fraud can take and the various departmental and professional interpretations on the severity of each offense have resulted in a maze of often contradictory decisions and uncertainty about where the University stands on questionable varieties of academic conduct. The present chaotic situation encourages students to attempt to get away with anything and everything and can result in unfair decisions.

"We support the notion that there should be some room for individual judgments in interpreting when academic integrity has been violated. At the same time, we contend that students and faculty from any of the University's colleges can comprehend and appreciate whatever justifiable differences there may be in the nature of academic fraud in the various colleges.

"It is clear that academic integrity can best be fostered by cooperation and joint effort by faculty and students. Under the proposed Code, students will be involved in the processes of actively and formally encouraging academic integrity and of making judgments when violations have occurred. A close relationship between faculty and students is bound to improve student understanding of the University's intention to further academic integrity and to improve the University's understanding of what can legitimately be called academic fraud.

"Student Government and the student body have indicated through support of the Academic Integrity Code that they are vitally concerned with academics at the University. We now ask the Faculty to support that concern.

Executive Board of Student
Government
April 9, 1963"

The second, from Louise J. Daniel, Professor of Biochemistry and Chairman of the Faculty Committee on Student Affairs, stated that the following motion had been passed unanimously at the regular meeting of the Committee on April 8, 1963: "The Faculty Committee on Student Affairs endorses the general principles of the proposed Code of Academic Integrity, but strongly urges that consideration be given to the use of local committees."

The President called on the Dean for a report from the Committee on Elections. The report noted that 628 valid ballots had been cast, with results as follows:

1. For a member of the Faculty Council for a three year term, 558 ballots were cast, of which 292, a majority, were cast for the Professor of Chemistry, Professor William T. Miller.

2. For another member of the Faculty Council for a three year term, 567 ballots were cast, of which 330, a majority, were cast for the Professor and Head of the Department of Plant Breeding, Professor Royse P. Murphy.
3. For another member of the Faculty Council for a three year term, 582 ballots were cast, of which 378, a majority, were cast for the Professor of Industrial Engineering, Professor Byron W. Saunders.
4. For another member of the Faculty Council for a three year term, 581 ballots were cast, of which 304, a majority, were cast for the Professor of Veterinary Anatomy, Professor Howard E. Evans.
5. For a member of the Committee on Academic Freedom and Tenure for a four year term, 558 ballots were cast, of which 381, a majority, were cast for the Professor of Law, Professor William Tucker Dean.
6. For another member of the Committee on Academic Freedom and Tenure, for a four year term, 565 ballots were cast, of which 346, a majority, were cast for the Professor of Business History and Transportation, Professor John G.B. Hutchins.
7. For a member of the Committee on the Economic Status of the Faculty for a five year term, 587 ballots were cast, of which 320, a majority, were cast for the Professor of Industrial and Labor Relations, Professor Philip J. McCarthy.
8. For a member of the Committee on Nominations for a three year term, 556 ballots were cast, of which 342, a majority, were cast for the Professor and Head of the Department of Agricultural Economics, Professor Glenn W. Hedlund.
9. For another member of the Committee on Nominations for a three year term, 573 ballots were cast, of which 322, a majority, were cast for the Professor and Chairman of the Department of Philosophy, Professor Stuart M. Brown, Jr.
10. For another member of the Committee on Nominations for a three year term, 578 ballots were cast, of which 379, a majority, were cast for the Professor of Industrial and Labor Relations, Professor Maurice F. Neufeld.
11. For a member of the Committee on Student Affairs for a three year term, 551 ballots were cast, of which 303, a majority, were cast for the Associate Professor of English, Professor Anthony J. Caputi.

12. For another member of the Committee on Student Affairs for a three year term, 529 ballots were cast, of which 336, a majority, were cast for the Associate Professor of Chemical Engineering, Professor Raymond G. Thorpe.
13. For a member of the Committee on Student Conduct for a four year term, 555 ballots were cast, of which 294, a majority, were cast for the Associate Professor of Industrial and Labor Relations and Associate Professor of Law, Professor Kurt L. Hanslowe.
14. For another member of the Committee on Student Conduct for a four year term, 555 ballots were cast, of which 361, a majority, were cast for the Professor of Law, Professor Robert S. Pasley.
15. For a member of the Board of Physical Education and Athletics for a three year term, 529 ballots were cast, of which 272, a majority, were cast for the Associate Professor in the Department of Extension Teaching and Information, Professor Russell D. Martin.
16. For a member of the Board on Student Health for a three year term, 541 ballots were cast, of which 302, a majority, were cast for the Professor of Medical Nutrition, Professor Charlotte M. Young.

Noting that the proposal for a Code of Academic Integrity had been referred back to the committee for reconsideration and report at this Faculty meeting, the President called on William H. Erickson, Professor of Electrical Engineering and Chairman of the Faculty Council Committee on Academic Integrity, for a report. Professor Erickson outlined briefly the interim consideration of the matter undertaken by the Committee and, on behalf of the Committee, moved approval of the following proposal which, it should be noted, also contained the amendments made at the previous Faculty meeting of March 13, 1963:

PROPOSED CODE OF ACADEMIC INTEGRITY

PREAMBLE

WHEREAS, Absolute integrity is expected of every Cornell student in all academic undertakings and cheating, plagiarism, and other forms of academic fraud are to be considered offenses against the entire academic community; and

WHEREAS, It is desirable that similar offenses be treated in similar manner in all parts of the University; and

WHEREAS, It is desirable to have a central record of cases of academic fraud; and

WHEREAS, It is proper and desirable that students participate in a systematic way in the procedures for dealing with cases of alleged academic fraud; and

WHEREAS, The rights of the teacher to conduct his classes in accord with his own standards and to give such grades as seem to him to be appropriate and just must not be jeopardized; therefore,

RESOLVED, That the Faculty adopt the following Code of Academic Integrity and that recommendations be made to the Board of Trustees for amendment of the By-Laws and Legislation as may be necessary so that the Code of Academic Integrity may become operative at the earliest possible time.

CODE OF ACADEMIC INTEGRITY

I. Principle

Absolute integrity is expected of every Cornell student in all academic undertakings; he must in no way misrepresent his work fraudulently or unfairly advance his academic status, or be a party to another student's failure to maintain academic integrity.

II. Responsibility

The maintenance of an atmosphere of academic honor and the fulfillment of the provisions of this Code are the responsibilities of the students and faculty of Cornell University.

A. Student Responsibility

("Student" as used in this Code means a student registered in one of the undergraduate divisions of the University. It is expected that students registered in the Graduate School or in one of the post-baccalaureate professional schools (including the Veterinary College) shall subscribe to the Principle of this Code. It is further expected that violations on the part of such a student shall be dealt with by the student's Special Committee or by the professional school in which he is registered).

1. A student assumes responsibility for the content of the academic work he submits, including papers, examinations or laboratory reports, etc. If he knowingly represents the works of others as his own he shall be guilty of dishonesty.

2. No student shall give fraudulent assistance to another student.
3. A student shall refrain from any action that would violate the basic principles of this Code, in spirit or letter.
4. A student or group of students knowing of any situation in which a violation of the Code has occurred or is likely to occur is encouraged to bring this knowledge to the attention of the responsible faculty member.

B. Faculty Responsibility

1. Each faculty member shall develop and maintain an academic atmosphere conducive to the spirit of free inquiry together with academic integrity.
2. Each faculty member shall inform his students of regulations that apply to academic integrity in work in his course. He shall make clear to what extent collaborative work, or the exchange of aid or information, is acceptable to him.
3. A faculty member who feels a student is drifting into questionable practices shall try, by constructive admonishment, to improve the student's understanding of his intellectual responsibility.
4. A faculty member shall, in all cases of student violations of the Code in which he is taking or expects to take punitive action within his own sphere of academic responsibility, inform the Chairman of the Committee on Academic Integrity, after which either the faculty member or the Chairman may institute a hearing by the Committee.

C. Joint Responsibility

A faculty-student Committee on Academic Integrity shall be vested with primary responsibility for action in support of the principles stated in this Code. This responsibility shall include:

1. The development of policy for encouraging and maintaining a climate of academic integrity in the University community.
2. Hearing and deciding all cases involving alleged violations of this Code.

III. Organization and Procedures

A. Jurisdiction

The Committee on Academic Integrity shall decide upon

the innocence or guilt of students brought before it. A student found guilty shall be considered to have failed in his obligations to the University; such failure shall be grounds for expulsion, suspension, or such lesser penalty (such as probation, warning, etc.) as the Committee may decide.

B. Composition and Selection

1. The Committee shall consist of five faculty members elected by the University Faculty and five members appointed by the Executive Board of Student Government.
2. The Registrar or his designated representative shall sit with the Committee and shall act as Executive Secretary.
3. A chairman shall be elected from the faculty members by vote of the whole Committee.

C. Terms of Office

1. Faculty members shall serve for three-year terms, student members for two-year terms. To establish rotation, initially one faculty member shall be elected for a one-year term, two for two years, and two for three years; two of the student members shall serve for one year and three for two years.
2. The chairman shall hold office for one year, and shall be eligible for re-election.

D. Procedures

1. The Committee shall establish procedures necessary for fulfillment of its responsibilities.
2. Each member shall have one vote with the exception of the Executive Secretary, who shall be without vote.
3. The Committee shall maintain clear records of its proceedings.
4. The Committee shall meet upon the call of the chairman. The chairman may call for a hearing on his own initiative, on the request of a faculty member, or on the request of an aggrieved student.
5. Any accused student shall receive at least two days in advance, written notice of the date, time, and place of hearing, and a written statement of the charges against him. The notice shall include a statement of his rights, including:

- a. The right to be accompanied by an advisor.
 - b. The right to be present when charges and evidence are presented to the Committee.
 - c. The right to present his case and to challenge the charges or the evidence.
 - d. The right to present witnesses on questions of fact.
 - e. The right to receive prompt written notice of the Committee's decision.
 - f. The right of access to all records of the proceedings of the hearing.
 - g. The right to petition the Faculty Council to hear an appeal. (In extraordinary circumstances, the Faculty Council may consent to hear an appeal by the student from a decision made by the Committee.)
6. A student accused of violating the Code shall appear to give testimony and answer questions of the Committee. If the student refuses to appear, the Committee shall have the authority to proceed in his absence.
 7. All other principals in the matter shall appear when requested to give testimony and answer the questions of the Committee.
 8. The student and faculty members of the Committee present at the hearing shall decide upon the guilt or innocence of the accused.
 9. If the accused is found guilty, a recommended penalty shall be established by vote of all of the Committee present at the hearing.
 10. Since final authority and responsibility rests with the Faculty, the penalty imposed for the violation shall be determined by vote of the faculty members of the Committee present at the hearing.
 11. Following final action by the Committee on Academic Integrity, a summary report shall be transmitted to the student concerned, to his parents or guardian when appropriate, to his college or school, and to the faculty member bringing the charge.

The report was seconded and the motion opened for discussion.

Max Black, Susan Linn Sage Professor of Philosophy, then moved that the following proposal be substituted for that proffered by Professor Erickson:

WHEREAS, Authority to deal with cases of academic fraud and related issues, resting with the University Faculty, under the Board of Trustees, has been delegated to the various Schools and Colleges; and

WHEREAS, It is desirable that the various Schools and Colleges shall do their utmost to foster conditions conducive to the free and responsible pursuit of academic activities by students and teachers, to hinder academic fraud, and to treat offenses equitably; and

WHEREAS, It is desirable that the procedures used for this purpose shall so far as possible be uniform in their application; and

WHEREAS, It is desirable that all students should be clearly aware of their special obligations as seekers after the truth; therefore

BE IT RESOLVED, (1) That the Deans or Heads of the several Schools and Colleges be asked to report to the University Faculty in writing by November 1, 1963, on the measures they are now taking and are proposing to take to insure the just and efficient handling of cases of academic fraud and related issues; and

(2) That such reports be made available for information to all members of the Faculty, to interested student bodies, and to the Administration; and

(3) That the Faculty Council be asked to commission the preparation of a booklet, explaining in suitable detail the moral implications of dedication to science and scholarship, copies of this booklet to be handed to students entering Cornell, to supplement a discussion of "Academic Integrity" that shall form a regular and permanent part of the Program of Freshman Orientation.

The motion to substitute was seconded. The President then stated that a motion to substitute is not acted upon until the main motion and then the substitute, in that order, are both "perfected." The debate proceeded on the main motion as presented by Professor Erickson.

Replying to a query about the potential case load of business

for the new Committee, Professor Erickson replied that while his Committee had no precise position on this matter, he did not see this as unduly a problem. John Summerskill, Associate Professor of Clinical and Preventive Medicine and Vice President for Student Affairs, moved an amendment which would add the following as a new and final Section IV to the proposal:

IV School and College Plans

Any school or college of the University may propose to the Committee on Academic Integrity a plan for dealing with cases of alleged academic fraud involving students registered in that school or college. If the Committee on Academic Integrity finds that such plan is consistent with the spirit of this legislation and that cases may be handled more expeditiously and equitably by such plan, it may authorize the operation of such plan and, where authorized, the determinations made under the school or college plan shall have the same effect as if they had been made by the Committee on Academic Integrity.

The Committee or other agency responsible for the operation of any school or college plan shall file a report of its operations with the Committee on Academic Integrity in June of each year.

Professor Summerskill noted that approval of this amendment would permit maintenance of existing machinery for academic integrity where it was working in accord with the proposal, and would permit decentralization as might be needed. This proposal was also in accord with the resolution from the Faculty Committee on Student Affairs, presented at the beginning of the session. The amendment was seconded, and approved by voice vote.

The discussion returned to the main motion as now amended. Those speaking for the motion emphasized the lack of action by several of the various faculties, the inequitable penalties, the inability to enforce any penalty at all in some cases, the lack of coordination in policies, and the very real interest of the students in some more

inclusive and University-wide policy. Those opposed saw no need for uniformity, felt that students had recourse now if they were treated unfairly, or were dubious about the effect of the proposal on the position of the Faculty as individuals. A motion was then made to amend section IIA4 by the addition of a phrase, so that this section would read as follows (addition underlined):

4. A student or group of students knowing of any situation in which a violation of the Code has occurred or is likely to occur is encouraged to bring this knowledge to the attention of the responsible faculty member or to the attention of a member of the Committee on Academic Integrity.

The amendment was seconded and approved by voice vote.

Dalai Brenes, Associate Professor of Romance Literature, moved that section IIC2 be amended by an insertion so that the section would read as follows (amendment underlined):

2. Hearing and deciding all cases brought before it involving alleged violations of this Code.

The amendment was seconded. Professor Erickson noted the appropriateness of this change, and it was approved by voice vote.

There being no further discussion with respect to the main motion, the order of business then proceeded to the substitute motion. Professor Black stated that the original motion had been governed by the idea that the present system had not been working well. He was not persuaded, he stated, that the present system had been given a chance. He felt the need for general information, widely circulated and considered, with any possible revision to follow, not precede, such general consideration. He felt it would be possible, through cooperative action, to improve efficiency, to obtain more uniform reporting, and to develop suggestions for more uniform procedures. The problem was education, he felt, and this

he saw as best being done at the grass roots rather than central committee level.

In reply to a question, Professor Erickson stated that, while his own Committee had not made a detailed study of procedures in individual faculties, certainly the student committee had. He also called attention to certain wording in the original proposal which would permit much that Professor Black proposed to be done by way of education. Others supporting the original, rather than the substitute motion, emphasized the student concern, the potentialities of delegation as authorized by the Summerskill amendment, and the traditional power of the University Faculty in this matter. Those favoring the substitute motion referred again to several of Professor Black's points, but also stressed that the plan might boomerang if no Faculty members chose to turn over cases to the Committee. On the other hand, it was argued, if too many cases were developed, there might be an insuperable administrative problem. During the discussion the Dean referred to prior history on the subject, as outlined in the following memorandum (separately distributed but reproduced here because of its relationship to the discussion at this point and later):

"To: The University Faculty

"From: Thomas W. Mackesey

"Re: Reasons for proposing a University-wide procedure for dealing with cases of academic fraud

"A review of the reasons for a uniform University-wide procedure for dealing with cases of academic fraud may be helpful in consideration of the proposal before the Faculty. The reasons cited were advanced by the student committee that proposed the Code of Academic Integrity and were recognized by the Faculty Committee on Student Affairs, the Faculty Council, and the Ad Hoc Committee on Academic Integrity in endorsing the principle of the proposal before the Faculty.

"1. There is a substantial amount of cheating in academic work at Cornell. The students are more aware of the extent and seriousness of academic fraud than most members of the Faculty. The Executive Board of Student Government, in a memorandum transmitting its recommendations for a Code of Academic Integrity to the Faculty, stated, in part:

"....academic integrity has been a major and as yet unsolved problem for both students and faculty groups for many years.

"More important than the actual cheating that was and is occurring, however, is the existence of the belief among students that cheating does occur. The attitudes and climate both indicated and fostered by the prevalence of this belief are among the greatest obstacles to establishing and maintaining the validity of Cornell education as something more than four years of waiting for a diploma. '

"2. The present lack of system for dealing with cases of academic fraud results in confusion and too often in injustice. It is altogether possible for two students, who are admittedly equally guilty of the same offense, to receive quite different penalties. It is possible that one such student might be dismissed from the University and nothing at all might happen to his equally culpable partner.

"The Executive Board of Student Government has called attention to the inconsistencies and inequities of the present situation in the memorandum cited above:

"In addition to the serious handicap academic dishonesty placed on the worth of Cornell education, disciplinary action concerning academic dishonesty is in a state of semi-chaos resulting from a total lack of standardization, often within the same department. '

"3. Academic fraud is an offense, not against an individual professor nor a department nor a college, but against the entire academic community. This was stated vigorously as long ago as 1901 by President Schurman who, in his annual report, called upon the University Faculty to exercise responsibility in cases of student misconduct, including academic fraud 'for the reason that the misbehavior of any student in any course vitally concerns the entire community, of which the University Faculty is the regular organ.'

"President Schurman continued, 'Let the fundamental fact be borne in mind that a student who is guilty, e.g. of drunkenness or of fraud in examinations is an offender, not against a special department or Faculty, but against the University itself. '

"4. There is need of a central record where students who have been involved in more than one incident of academic fraud

can be identified so that appropriate action may be taken on the basis of the entire record. At present it is quite possible for a student to have been involved in several incidents in different courses and to be treated in each case as if he were a first offender.

"The following argument was not advanced by the Executive Board of Student Government in support of the Code of Academic Integrity but is pertinent to consideration of the proposal.

"5. The policy of the University Faculty has been for uniformity in dealing with cases of academic fraud. Authority to deal with academic misconduct rests with the University Faculty. The present situation, where these matters seem to be handled at the complete discretion of the college or department or professor, has never been the policy of the University Faculty. When the University Faculty abolished the University-wide student-operated Honor System in 1927, it gave to each college permission to follow the existing Student Honor Code or to adopt another system, subject to the approval of the University Faculty before becoming effective. Each of the then existing colleges submitted a plan which was studied and approved by the University Faculty. In the years since, these approved plans have been modified or abandoned without reference to the Faculty. The departure from the general uniformity of the approved plans has been gradual but so complete that it has been generally forgotten that it is the policy of the University Faculty that cases of academic fraud be considered under policies and procedures approved by the University Faculty.

(April 1, 1963)"

Upon being questioned as to whether he agreed with the five points of the above memorandum, Professor Black stated that, in general, he did, but that he still felt that the grass roots approach via the classroom was best and that the substitute motion was a more orderly way of approaching the matter.

There being no further discussion, the question was called and the substitute motion was brought before the Faculty for a vote. The motion lost by 101 against to 72 for Professor Black's proposal. Professor Erickson's Committee's proposal, as amended, was then up for consideration. It carried by 107 for the proposal, to 63 against. (A copy of the Code, as amended, is attached to these minutes.)

The meeting was then adjourned at 5.45 p.m.

Paul P. Van Riper
Paul P. Van Riper

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(See other side)

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2. The chairman shall hold office for one year, and shall be eligible for re-election.

D. Procedures

1. The Committee shall establish procedures necessary for fulfillment of its responsibilities.
2. Each member shall have one vote with the exception of the Executive Secretary, who shall be without vote.
3. The Committee shall maintain clear records of its proceedings.
4. The Committee shall meet upon the call of the chairman. The chairman may call for a hearing on his own initiative, on the request of a faculty member, or on the request of an aggrieved student.
5. Any accused student shall receive at least two days in advance, written notice of the date, time, and place of hearing, and a written statement of the charges against him. The notice shall include a statement of his rights, including:
 - a. The right to be accompanied by an advisor.
 - b. The right to be present when charges and evidence are presented to the Committee.
 - c. The right to present his case and to challenge the charges or the evidence.
 - d. The right to present witnesses on questions of fact.
 - e. The right to receive prompt written notice of the Committee's decision.
 - f. The right of access to all records of the proceedings of the hearing.
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(See other side)

6. A student accused of violating the Code shall appear to give testimony and answer questions of the Committee. If the student refuses to appear, the Committee shall have the authority to proceed in his absence.
7. All other principals in the matter shall appear when requested to give testimony and answer the questions of the Committee.
8. The student and faculty members of the Committee present at the hearing shall decide upon the guilt or innocence of the accused.
9. If the accused is found guilty, a recommended penalty shall be established by vote of all of the Committee present at the hearing.
10. Since final authority and responsibility rests with the Faculty, the penalty imposed for the violation shall be determined by vote of the faculty members of the Committee present at the hearing.
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Any school or college of the University may propose to the Committee on Academic Integrity a plan for dealing with cases of alleged academic fraud involving students registered in that school or college. If the Committee on Academic Integrity finds that such plan is consistent with the spirit of this legislation and that cases may be handled more expeditiously and equitably by such plan, it may authorize the operation of such plan and, where authorized, the determinations made under the school or college plan shall have the same effect as if they had been made by the Committee on Academic Integrity.

The committee or other agency responsible for the operation of any school or college plan shall file a report of its operations with the Committee on Academic Integrity in June of each year.

April 10, 1963

3034
Room 120
Ives Hall
May 8, 1963

The meeting was called to order by the President at 4:30 p.m. in Ives Hall, with 312 members present. The minutes of the meeting of April 10, 1963 were approved.

The President reported briefly on the University's budget for 1963-64, approved by the Board of Trustees in January. This budget totalled more than 110 million dollars, an increase of 10.5 million over the current year, not including capital construction funds. The breakdown was as follows:

Endowed Colleges at Ithaca	52.2	millions
Medical College and School of Nursing	9.4	
Contract Colleges	29.1	
Wholly Owned Subsidiaries.....	19.8	

110.5 millions

The budget estimates were based, he said, on a tuition and fee rate of \$1,700 for all the private divisions, with the contract colleges having a resident tuition for the first time next year. Every attempt is being made to balance the current year's budget, and if this can be accomplished it will be the eighth consecutive year of operations in the black. Faculty salaries in the endowed divisions at Ithaca have been increased by more than 80% in the last ten years: full professors 87%, associate professors 86%, and assistant professors 78%. Major improvements have also been made in the contract colleges. Many positions have been added to strengthen the academic program during this period. The University contribution towards re-

tirement has doubled. Library and plant costs have grown tremendously as have financial aid costs. Ten years ago the libraries acquired about 43,000 volumes annually compared with today's total of about 110,000. Undergraduate scholarship funds have increased 270% during the past few years to help offset tuition increases. He saw, however, no relief from expanding operations, costs, and fund requirements in the years to come.

The President then called on John W. Wells, Professor of Geology, for a report from the University Faculty Committee on Nominations. Professor Wells reported as follows:

Report of the University Faculty Committee on Nominations

The new Code of Academic Integrity adopted recently by this Faculty provides for a student-faculty committee, having five faculty members, designated as the Committee on Academic Integrity. It is our intention now to propose candidates for membership on this committee.

Owing to the short time available, the Committee on Nominations departed from the established practice of making a formal canvass of the Faculty for suggestions of candidates. With the advice and consent of the Dean, the members of the committee personally canvassed informally a limited number of faculty members for suggestions and the committee consulted the list of names obtained earlier in the formal canvass of the Faculty for candidates for various committees.

We present a selection of candidates such that the Committee on Academic Integrity will have representation from the various faculties of the University. To establish rotation, the Faculty legislation has provided that initially one member shall be elected for a one-year term, two members for two-year terms, and two members for three-year terms. The following candidates - one to be elected from each pair of two - are proposed for approval of the Faculty:

For a term of
one year

- N. Arnold Tolles, Professor of Industrial
and Labor Relations
James Yarnell, Assistant Professor of
Architecture

- For a term of two years - Mary Ford, Professor of Child Development and Family Relationships
 Laura L. Smith, Associate Professor of Hotel Administration
- For a term of two years - Robert H. Foote, Associate Professor of Animal Husbandry
 William T. Keeton, Assistant Professor of Biology
- For a term of three years - Bart J. Conta, Professor of Mechanical Engineering
 William L. Richards, Associate Professor of Construction Engineering and Administration
- For a term of three years - Arthur L. Bloom, Assistant Professor of Geology
 Ta-Chung Liu, Professor of Economics

There being no further nominations, it was moved, seconded, and approved that the list of nominees proposed above would go on the ballot.

The President called on James W. Spencer, Professor of Highway Engineering, for a report from the Special Committee to Prepare a Manual on Grading Practices (report and manual previously distributed). He discussed the origin and purpose of the booklet briefly and expressed his appreciation at the cooperation of the prior Ad Hoc Committee on the Undergraduate Grading System and the Registrar. The President expressed the appreciation of all concerned at the effective effort of the Committee.

Under new business the President called on the Dean, who spoke briefly on behalf of the University Faculty Committee on Student Conduct. He stated that the Committee had made its report for the year and that it would be appropriate at this point should any of the Faculty care to ask questions about its work. There were none.

The President called on Louise J. Daniel, Professor of Biochemistry and Chairman of the University Faculty Committee on Student Affairs for presentation of a proposal (previously distributed) to create a University Faculty Committee on International Student Affairs. Professor Daniel outlined the growing importance of this type of student affairs and of the University's international programs. She then moved adoption of the following proposal:

There is hereby established as a standing committee of the University Faculty a Committee on International Student Affairs.

The Committee on International Student Affairs shall consist of fourteen members, of whom six shall be members of the University Faculty, appointed by the President; four shall be students, two of whom shall be appointed by the Executive Board of Student Government, and two appointed by the Director of the International Student Office. The Vice President for Student Affairs, the Director of the International Student Office, the Director of the Center for International Studies, and the Dean of the University Faculty shall serve ex officio.

The term of appointment of the faculty members shall be three years. Of the first appointees, two shall be designated to serve for three years, two for two years, and two for one year.

The term of appointment for the student members shall be one year.

All members of the committee shall have the right to vote on any issue.

The committee shall elect a chairman from the faculty members.

It shall be the duty of the Committee on International Student Affairs to study any matters relating to foreign students in Cornell University and to make recommendations from time to time to the University Faculty or to any other appropriate agency of Cornell University.

The Committee on International Student Affairs shall become operative with the academic year 1963-64.

The motion was seconded. After a brief discussion, an amendment was proposed to insert in the fifth paragraph, after the word "committee", the words "except student members". This was seconded but, after a brief discussion, was lost. The main motion was then approved as presented.

Professor Daniel again rose and spoke to the proposed modifications (previously distributed) of the Faculty legislation creating the Committee on Student Affairs. It was necessary, the Committee felt, to present certain amendments and revisions to clarify the role of the Committee and the delegated responsibilities of student government. The proposals had the approval, she stated, of the Committee on Student Affairs, the Committee on Student Conduct, and the Vice President for Student Affairs. She then moved acceptance of the following motion (deletions in the present legislation are in parentheses and proposed additions are underlined):

BE IT RESOLVED, That the legislation of December 17, 1958 creating the Faculty Committee on Student Affairs be amended to read as follows:

- I. The University Faculty establish a University Faculty Committee on Student Affairs with the following functions and membership:

Functions:

1. To carry on a continuing study of student life outside the classroom, and on the basis of such study to encourage extracurricular programs which are favorable to the development and maintenance of a stimulating spirit of learning.
2. To work closely with the Vice President for Student Affairs and other University officers concerned with student affairs.
3. To create its own internal organization and to appoint subcommittees and study groups as needed

for specific purposes. It is intended that such subcommittees make effective use of faculty, administration and student participation.

4. To review on a regular basis actions and reports of the executive agency of Cornell student government and to determine whether these actions are consistent with University Faculty policy and in cases where such actions are not consistent to veto them. (To request the agency to initiate studies of actions on matters within its responsibility; and to refer to the University Faculty for final resolution questions at issue between the agency and the University Faculty Committee on Student Affairs.)
5. To propose legislation concerned with student affairs to the appropriate legislative body, i.e. the University Faculty or the executive agency of Cornell Student Government, for consideration. When a proposal is submitted to the University Faculty, it shall be accompanied by the recommendation of the executive agency of Cornell Student Government. (To propose to the University Faculty legislation concerned with student affairs. It is intended that any legislation on student affairs which is proposed to the University Faculty Committee on Student Affairs will be concerned with matters of principle and not with detailed rules and regulations and that in its preparation careful consideration will be given to recommendations by the executive agency of Cornell student government. It is also intended that the Faculty will be advised of the recommendations by that agency at the time that it acts upon pertinent legislation.)
6. To report annually to the University Faculty.

Membership

Voting: Six (6) members of the University Faculty elected by the Faculty for three-year staggered terms.

Four (4) ex officio members:

The Vice President for Student Affairs
 The Dean of the University Faculty
 The Dean of Students
 A member of the University Faculty Committee on Student Conduct chosen by that committee.

Non-voting: Two students selected by the executive agency of Cornell student government. The Chairman (and Secretary) shall be elected annually by the Committee from among the elected members of the Committee. The Chairman shall appoint a Secretary, who may or may not be a member of the Committee.

- II. The University Faculty authorizes the establishment of a (new) Cornell student government to which shall be delegated (initial) jurisdiction in the area of student activities. The (new) Cornell student government shall create an executive agency in the area of student activities, composed so as to be representative of the undergraduate student body. The agency shall include four non-voting members: Two (2) advisors appointed annually by the University Faculty Committee on Student Affairs (from its elected members) and two (2) members of the staff of the (Deans of Men and Women) Dean of Students appointed by the Dean of Students (Vice President for Student Affairs.) The University Faculty Committee on Student Affairs will act on behalf of the Faculty in determining the time and circumstances under which the delegation will be placed in effect. (See I, 4.)

The responsibilities delegated to the executive agency of Cornell Student government are as follows:

1. To determine the student organizations which will have (initial jurisdiction) responsibilities in matters of student organizations and activities.
2. To review actions by those organizations in such matters as approval of student organizations and activities, registration of student social events, and approval of student-sponsored public events.
3. To review and approve or disapprove legislation and recommendations made by student organizations and self-government agencies concerning rules and their enforcement; to request such organizations to formulate or revise rules, when appropriate; and to provide rules for student events or activities which are not (under the jurisdiction) the specific responsibility of recognized student organizations or student self-governing agencies.
4. To create its own internal organizations, appointing subcommittees as needed for specific purposes.
5. To serve as the official channel of communication between the University Faculty Committee on Student Affairs and student governing groups.
6. To report regularly to the University Faculty Committee on Student Affairs, making recommendations whenever desirable.
7. To submit to the University Faculty Committee on Student Affairs for consideration all legislation and determinations of student government to ensure that such legislation and determinations are consistent

with University Faculty policy as interpreted by the Faculty Committee on Student Affairs. Adequate time must be given to the Faculty Committee on Student Affairs to determine its position before such legislation and determinations become effective. The Faculty Committee on Student Affairs may from time to time waive this requirement in specific situations or for general classes of legislation or determinations.

8. (In extraordinary circumstances). To appeal to the University Faculty Council any veto (actions) of the University Faculty Committee on Student Affairs when such appeal is deemed appropriate by the executive agency of Cornell student government.

The motion was seconded and, after a very brief discussion, approved.

The President then recognized the Dean for a statement on behalf of the Faculty. Dean Mackesey spoke as follows:

This is the last Faculty meeting over which Mr. Malott will preside as President of Cornell University. It is fitting that this Faculty recognize this in appropriate manner. This has not been an easy thing to do - primarily because the President has been uncooperative, and even a little cantankerous, about it all. Last Fall, acting on authority of the Faculty Council, I appointed a Committee of our colleagues to organize some appropriate recognition of President Malott's years of service to the University. Through his own intelligence system, he got wind of this, came to see me, and in no uncertain terms told me that he wanted no part of it. He did not want the Faculty to organize a dinner; he did not want any gifts; he did not want anyone making speeches; and he did not want to make any speeches. The Committee has respected the President's wishes in this matter, but I hope the President will be indulgent if I make, not a speech, but an observation.

Among the legacies left to Cornell University by President Malott, none will be more lasting than his unwavering championship of the right and obligation of professors to seek and to profess the truth as each sees it. Cornell has a proud history of defense of independent inquiry and free expression of opinion, and Mr. Malott, in the spirit of that tradition, has never equivocated when the question of intellectual freedom has been raised. By his words and his deeds he has built the Cornell bulwark of freedom a little higher and a little stronger.

We do not forget that Mr. Malott took office at a time when colleges and universities were finding it necessary

to defend themselves against wild charges born of a kind of hysteria. During those few dismal years of demagogic attempts at thought control and politically inspired witch hunting, he stood true and firm, reflecting the motto "Treu und Fest" which Ezra Cornell in an earlier period of trial had caused to be carved over the entrance to his new home.

No investigating committee held hearings in Ithaca. If it had it would have received scant satisfaction from the President. He spoke out clearly when the occasion required it and he interposed his authority and prestige between those who would seek subversion at Cornell and the few professors who came under attack.

Buildings, however fine, have a way of outliving their usefulness, but principle does not become obsolete. The contribution of President Malott to the great tradition of independent inquiry and honest profession at Cornell may well be the most enduring monument of his presidency.

In recognition of this the Faculty has caused to be printed under the title The Continuing Verities the Commencement address which Mr. Malott gave last June and in which he clearly stated his dedication, and that of the University, to the spirit of free enquiry. A copy has been put in the hands of each member of the Faculty.

And now I am going to ask the Secretary to read a citation drafted in the name of the Faculty and which has been lettered by Professor H. Peter Kahn.

The Dean called on Paul P. Van Riper, Professor of Administration and Secretary to the University Faculty, for a presentation. "On behalf of the University Faculty," he said, "it is a very great pleasure to present you, Mr. President, with this citation, for the preparation of which we are especially indebted to Professors Morris Bishop and H. Peter Kahn." Professor Van Riper then presented the President with a framed and illuminated citation, reading as follows:

"President Deane Waldo Malott:

Through twelve momentous years you have worked for Cornell's well-being. You have transformed the physical University; you have provided facilities for our work, libraries, laboratories, classrooms, adequate and even splendid. Close to a billion dollars of University funds have passed through your hands; you have administered these

gigantic sums with courage and wisdom. In these twelve years you have enhanced throughout the wide world the esteem of the University and of our labors.

Cornell's well-being has been ours. You have obtained for us such encouragements for study and research as have never hitherto been imagined, while leaving the strictly educational work of the University in our hands. You have valiantly defended our freedoms against all the forces of barbarous obscurantism. We have disagreed with you, on occasion; but you have never protested our right to disagree. You have bravely borne the burdens of leadership, not only of the Faculty, but of the administration, the students, the alumni, and public opinion.

The leader, we know, is by necessity a lonely man. Respect is not only a tribute; it is a barrier. We earnestly hope that you and your family will continue to live among us, and that we may demonstrate to you that with our respect and regard resides a deep, lively, and heartfelt affection.

THE FACULTY OF CORNELL UNIVERSITY

The President replied, stating that, as he was making a more formal and detailed report later on the progress of the University under his administration, he would note here only the many internal and other problems of an expanding educational institution and a proliferating curriculum. It had been his very great pleasure to preside over Cornell, its Faculty, and its many activities. He commended President-elect Perkins to the Faculty and stated that he felt only encouragement at the prospects of the future, difficult and complicated as their implementation might be. He spoke briefly of the hazards and problems involved in retirement, something for which, he said, he was not especially prepared. What he would be doing after retirement, he was not then at all certain. He and Mrs. Malott proposed to make their home in Ithaca and would welcome more of the informal type of communication with the Faculty and others

which had, he knew, been often difficult to arrange while in his present office. He expressed his deep appreciation to the Faculty for its thoughtfulness and consideration of Mrs. Malott and himself at this time.

The meeting adjourned at 5:10 p.m.

A handwritten signature in cursive script that reads "Paul P. Van Riper". The signature is written in dark ink and is positioned above the typed name and title.

Paul P. Van Riper
Secretary

3045
Ives Hall
September 25, 1963

The meeting was called to order by the President at 4:30 p.m. in Ives Hall, with 670 members present. The minutes of the meeting of May 8, 1963, were approved.

A communication to the Faculty from the International Committee of Student Government, concerning a forthcoming program of informal student-faculty discussion groups, was read and received.

The President stated that the purpose of this meeting was to permit him to express to the Faculty, prior to his inauguration, something of his preoccupations, academic and otherwise, especially as to the future. These, he said, he wished to share with the Faculty as soon as possible. They revolved around four general problems or conceptions.

First, he said that the Trustees, the Faculty Council, and indeed, almost all with whom he had talked were concerned about educational excellence as a central focus of interest. Second, he hoped to find ways by which the vitality and interest stemming from the constituent schools and colleges of Cornell could be maintained, yet at the same time focused into greater concert. Third, it seemed most important to anticipate in advance some of the evolving requirements of Cornell and to project in terms of the future. Finally, it had been indicated to him from several sources that the voice of Cornell had not been sufficiently and forcefully enough heard in the councils of higher education at the national level. The unusual

character of Cornell as an institution gave it, he felt, a special competence with respect to the growing problems of public versus private education. These, he said, were the four primary concerns which seemed on the horizon during the course of last spring and which were confirmed as matters of central importance upon his arrival at Cornell.

It was only after careful consideration of these central issues, he said, that he began to consider the structure of the top echelon of the administrative staff. The importance of this structure assumed even more immediacy with the resignation of Provost Atwood. Two appointments, already announced, were essentially needed replacements -- first, the appointment of Dean Corson of the College of Engineering as Provost and Franklin A. Long, Professor of Chemistry, as Vice President for Research. But two additional appointments specifically reflected the preoccupations outlined above. The President felt that he and the Provost needed additional assistance with respect to academic affairs -- hence the appointment of Dean Keast of the College of Arts and Sciences as Vice President for Academic Affairs. The question of forward planning, the President felt, also needed the attention of someone specifically responsible for such a function -- hence the appointment of Dean of the Faculty Mackesey as Vice Provost for Planning. The President anticipated that the new administrative officers would work more as a team than as a hierarchy, with less concern for procedure than for action. But, if Cornell were to

move forward on crucial fronts, the President said, it seemed essential that this relatively modest reorganization get underway immediately.

As for other matters, the President wished to inform the Faculty of the following general developments. He had recently appointed a Special Advisory Committee to the President on Biological Studies, which was to arrive on the campus on September 26 to consult with all concerned. This was a device, he said, to open a discussion of biological science at Cornell from, hopefully, a fresh point of view. He had requested Vice President Keast to consider the problems of undergraduate instruction, especially for the first two years, in light of the many new developments throughout the country, the increasing size of the University, and the need for consideration of general standards. The problem of teacher training in secondary schools needed attention in light of present needs and new developments. He expected to strengthen the communications lines between Cornell and Albany. He had reason to believe that the Board of Trustees would welcome a greater consideration of problems of educational policy not only from the Administration, but also from the Faculty. Finally, he was beginning to pick up the strands of the Centennial campaign and wished to inform the Faculty that the Centennial celebration was receiving full and appropriate attention. The appointment of Dean Mackesey as Vice Provost had, however, necessitated his relief from the chairmanship of the Centennial Celebration Committee,

and the appointment of George H. Healey, Professor of English, as chairman of this committee.

It had been a busy and rewarding summer, the President concluded, and he wished to thank all who had been so helpful during the recent months. He was honored to serve Cornell and he looked forward to participating with this Faculty in the days to come.

The President then called on Russell D. Martin, Professor of Extension Teaching and Chairman of the University Faculty Committee on Calendar, for the presentation of a resolution. Professor Martin presented and moved the following:

RESOLVED, that the Committee on Calendar recommend to the University Faculty that the normal schedule of classes be suspended from eleven o'clock on the morning of October 4, 1963, until one o'clock that same day in order that students and faculty may attend the inauguration of President Perkins, and that the Committee on Registration and Schedules be instructed to schedule evening hours which members of the Faculty may use for classes and laboratories which are normally scheduled for the eleven and twelve o'clock Friday hours.

The motion was seconded and approved.

There being no further business, a motion to adjourn was accepted, seconded, and approved. The meeting closed at 5:10 p.m.


Paul P. Van Riper
Secretary

3049
Olin Hall
November 13, 1963

The meeting was called to order by the President at 4:30 p.m. in Room M, Olin Hall, with 104 members present. The minutes of the meeting of September 25, 1963, were approved.

The President announced the deaths of the following members of the Faculty after which all rose in a moment of silent tribute:

Harriet Frost, Professor Emeritus of Nursing,
on March 9, 1962

B. H. Goff, Professor Emeritus of Clinical
Obstetrics and Gynecology, on June 23, 1962

Rolland Maclaren Stewart, Professor Emeritus
of Rural Education, on May 25, 1963

Joseph Miller Hanson, Professor of Art, on
July 2, 1963

Ralph Sheldon Hosmer, Professor Emeritus of
Forestry, on July 19, 1963

John Peter Willman, Professor Emeritus of
Animal Husbandry, on September 8, 1963

Katherine Reeves, Professor of Child Development
and Family Relationships, on October 1, 1963

The President then reported on what appeared to be the priority concerns of university officials attending the recent meetings of the American Association of Universities and the Association of Land Grant Colleges. These were six in number. First, there was, he said, a unanimous concern with respect to the magnitude of the admissions problem in the next two years; this involved an increase of as much as 45 per cent in entering classes. Second, there was distress at trends in undergraduate instruction, which seemed to presage a downgrading of undergraduate education. Third, there was deep concern that universities

were neither really ready to receive or guide the use of increasing federal funds. Fourth, many were concerned about university autonomy vis-a-vis state government officials and agencies. Fifth, there was concern about the role of Boards of Trustees and their functions both vis-a-vis state governments and the university itself as an educational institution. And finally, it appeared to many that a tax ceiling had been reached in terms of the present tax structure, with incipient severe repercussions on institutional capacities to meet the oncoming rush of new students.

The President called on George H. Healey, Professor of English and Chairman of the Committee on the Hull Memorial Publication Fund, for the annual report of the Committee for 1962-63. Professor Healey reported expenditures or commitment of funds totalling \$44,662.58 during 1962-63, including an addition of \$10,150.82 to the capital of the fund which now totalled \$240,000. There was, he said, an income balance of \$13,714.33 now available for allocation toward the subvention of Faculty publications during 1963-64. In conclusion he said that "the Committee reminds its colleagues of the advantages and opportunities they enjoy under the Hull bequest, and of its readiness to receive and consider applications from publishers who have accepted books written or edited by members of the University." The report was received.

The President called on Paul P. Van Riper, Professor of Administration and Chairman of the Committee on Membership of the University Faculty, for a report. Professor Van Riper noted

that the Board of Trustees had created the new title of President Emeritus and the new position of Vice Provost. In line with prior policy to include members of the top administrative staff in Faculty deliberations, for mutual benefit, the Committee, in accord with By-Law provisions, proposed -- and Professor Van Riper moved -- "That the University Faculty recommend to the Board of Trustees the granting of ex officio membership in the University Faculty to the President Emeritus and to the Vice Provost." Professor Van Riper explained that this carried with it neither tenure nor professorial title. The motion was seconded, and there being no discussion, approved.

The President called on Dean Mackesey, Chairman of the Special Committee on Revision of the Calendar, for a progress report. This is, the Dean said, a sub-committee of the Faculty Committee on Long-Range Planning. This report was, he said, merely an interim advisory notice of the direction of the thinking of the Committee.

There had been, the Dean said, considerable criticism of the post-Christmas "lame-duck" period in January. The period between terms was now too short for committees on academic standards, etc., to finish their deliberations before student enrolled for the second semester. Moreover, the present calendar pushed fraternity rushing into the first weeks of the second term. Cornell has had, he said, several types of calendars in the past, varying from two and three semester systems to a three quarter system.

There was early consideration, he reported, of a three-

semester system, such as that at Pittsburgh and elsewhere. But there was no interest in any such plan here and any proposal is in no respect to be considered a subterfuge for introducing some such year-round scheme.

What has been under serious consideration he terms an "early starting semester system" consisting of two semesters of fifteen weeks each. The first would, in order to close by Christmas, of necessity start about September 1. There would be a mid-year recess of four to five weeks, followed by a second semester ending in late May and containing a week's mid-term recess. The summer session would be the same length, but moved forward a bit. In the fall term, the only recess would be Thanksgiving Day itself; and no separate examination period was contemplated, examinations to be given in the last week as need be. There was some discussion of utilization of the mid-year recess for special programs, lecture series, symposia, etc., as well as for fraternity rushing.

There were objections, he noted, in terms of the early opening date, which would in some years be prior to Labor Day. Moreover, many national and international academic societies met during early September. There might also be some disruption of the inter-collegiate athletic program; and there would be a few problems in the elimination of a formal examination period. But possible extension of class periods to 60 minutes, with a 15-minute interval between classes, and utilization of the present open lunch period, would improve the student contact time, not to mention the between-class student rush. This might also

permit special scheduling in the last week so as to facilitate examinations.

The floor was opened for questions and Max Black, Susan Linn Sage Professor of Philosophy, noted that the report was most promising, but requested information concerning the possibility of a reading period. The Dean noted a request from the students also for a brief period prior to examinations. He replied that present legislation permitted the departments and schools to provide a reading period as might be desired; but that it would be most difficult to apply such across the board and this the Committee did not contemplate. There followed some discussion of the problems revolving around the possibility of beginning classes before Labor Day. The Dean closed by stating that present plans called for crystallization of a final report shortly, its submission to individual school and college faculties for consideration, and a final submission to the University Faculty perhaps by the end of this term or early in the spring term. Any plan would require, he said, at least three years lead time.

There being no other questions or further business, the meeting was adjourned at 5:45 p.m.



Paul P. Van Riper
Secretary

Ives Hall
Room 120
December 4, 1963

The special meeting was called to order by the Provost at 4:45 p.m. after having been moved from Room M, Olin Hall, to Room 120 Ives Hall, with 578 members present.

The Provost called on Herbert H. Williams, Registrar, for a report. Mr. Williams announced that the new University Faculty Committee on Academic Integrity was organized and functioning.

The Provost then turned to the subject of the special meeting, the report on "Biology at Cornell," stating that the meeting had been called for discussion of the report rather than for specific actions. The next few decades should see, he said, the golden age of biology. The problem was--what should be the role of Cornell with respect to biology? He proposed that the discussion consider two basic questions: (1) what environment will best foster teaching and research and graduate study in biology; and (2) how to provide this environment in terms of organizational unit, faculty, and graduate work. More specifically, should there be a separate biology unit; if separate, what fields should be included; should it be part of a separate college of science or should it be a college in the ordinary sense; should it have its own faculty curriculum or be a coordinating agency; and should it be purely graduate? The Provost noted that, on these and related matters, the President hoped to arrive at basic policy decisions this academic year, and that he desired a program to place Cornell in the forefront in biology.

The floor was then opened for discussion. Walter F. Berns, Professor of Government and Chairman of the Department, expressed his concern at the implications of the middle paragraph on page 8 of the report, and quoted extensively from a letter previously addressed by him and others to the Provost. The authors questioned the concept involved in such phrases as "deciding what sorts of people ought to be born" and felt that such suggested more a perversion of theoretical science than a report aimed at strengthening science in traditional terms. Professor Berns stated that, if such were the aims of a new biological unit, he questioned whether it should be separated from the humanities; better it remain in a college of arts and sciences.

Harold A. Scheraga, Professor of Chemistry and Chairman of the Department, said that he was generally pleased with the report and supported the conclusions and recommendations. He felt the report gave a true picture of the fragmentation of biology at Cornell. He agreed with the Provost that the next decades might well see a golden era of biology. It was imperative, he felt, that any new biology unit be closely allied to the basic sciences-- physics, chemistry, and mathematics especially; and he offered several examples of interaction. There must be, he concluded, strong basic science support for applied biology.

L. Pearce Williams, Associate Professor of History, said that he agreed in many ways with Professor Scheraga. There was a golden age in physics, too, but the result was the atomic bomb. Biology should, he said, not only rub shoulders with physics and chemistry but also with historians and the humanities. He agreed

that there was a problem of fragmentation, but he was more fearful of the development at Cornell of C. P. Snow's "Two Cultures" if biology were completely separate.

Frederick C. Steward, Professor of Botany and Director of the Laboratory for Cell Physiology, Growth and Development, said he felt the issue was very clear; there were deep-seated basic problems. He welcomed the report; the problems could no longer be pushed under the rug. Without a first-class biology unit, he felt no university could be considered first rate in the decades to come. He hoped the President would appoint a committee to resolve the problems soon. There must be cooperation in biology, he said, either physically or administratively; he had always advocated a Division of the Life Sciences. But some organization which gives control of resources and a sense of collective entity for biologists is, he felt, essential. There must be a close connection with chemistry and physics, but without a hard core of biologists any effort is lost. He stated that he accepted the report and hoped that it would be acted upon soon.

W. Donald Cooke, Professor of Chemistry and Associate Dean of the College of Arts and Sciences, noted the few biologists who had received Nobel prizes; but Professor Steward replied that there was no special Nobel prize for biology as such.

Simon H. Bauer, Professor of Chemistry, felt that maintaining a distinction between applied and fundamental biology was essential. Any new unit should, he said, emphasize the more fundamental approach.

Charles H. Uhl, Associate Professor of Botany, agreed that

all concerned--fundamental and applied biologists, botanists, physicists, chemists, etc.--should rub shoulders. There was, however, he felt, some problem in space!

Richard D. O'Brien, Associate Professor of Entomology, speaking to the possibility of removing biology from Agriculture to Arts and Sciences, noted that there was a spectrum of knowledge--from fundamental to applied--that must be preserved. The problem, as he saw it, was to strengthen biology by carrying out the recommendations of the report, but "without castrating Agriculture."

John P. Howe, Professor of Engineering Physics and Materials Science and Director of the Department, stated that there was some work in his field of Engineering Physics which was related to biology. He would be delighted to have a central focus for biology with which to interact; and in general he supported the report.

John G. B. Hutchins, Professor of Business History and Transportation, questioned the Provost as to whether the report in question comprised in reality a test run on the general organization of the University. The Provost replied, "Not necessarily." In any event this was not his conception of the report.

John R. Vallentyne, Professor of Zoology, queried the Provost as to whether he could state why a separate college was proposed rather than some other solution. The Provost replied that he was not certain as to the reasoning, but that the most likely answer lay in a feeling that the frictions inherent in any other solution were perhaps too great.

Jean Failing, Professor of Home Economics, asked whether

there would be another time at which the Faculty would have an opportunity to react to such specific action proposals as might be developed? The Provost replied, "Yes."

Alfred E. Kahn, Professor of Economics, felt that there were many present, like himself, who, not being biologists, desired further enlightenment from those immediately concerned as to the real urgency of the problem and the relevance of the solutions offered in the report. He hoped that more of those directly involved would speak to these matters so that more of a consensus might be established.

Professor Steward and Adrian M. Srb, Professor of ^{Plant} ~~Breeding~~, stated, in reply, that they felt the criticisms were generally valid; there were real problems and they needed to be faced. Harlan P. Banks, Professor of Botany, agreed with Professor Srb, but felt all was not bad. Historically, he said, Arts and Sciences had let loose of botany. There was need, he felt, for coordination, but not a new school. However, even if brought together, there would still be a great number of gaps in the program as now constituted.

The Provost stated that he, too, did not feel all was bad; that he had been impressed by the total resources in biology available at Cornell.

Nephi A. Christensen, Professor of Civil Engineering and Director of the School, noted that, as a land grant institution, Cornell had pioneered in the agricultural and mechanical arts. The College of Agriculture has become well known. If biology and related subjects had not developed under its auspices, what would have happened? The situation would have been much worse

than it is. He would not, he said, weaken the College of Agriculture.

Professor Vallentyne said that many at the meeting felt that the uglier points in the report should not be discussed, as merely digging up well known past history. There were, he said, a very large number of persons at Cornell involved in biology and related fields--perhaps as many as 500 or so, with up to 200 engaged in the more fundamental aspects of the subject. However, as to the distinction of the total effort, he felt he must essentially agree with the report.

Thomas Eisner, Associate Professor of Entomology, also noted the many gaps in biology at Cornell. They would ~~be~~, he said, hard to fill; but he endorsed the report.

There being no further discussion, the Provost inquired whether the Faculty wished to meet again, perhaps on the same subject, on the regular Faculty meeting date of December 11; or did the Faculty desire the appointment of a special committee to consider the matter in a concrete way relatively immediately. It was the sense of the meeting that the latter of the two alternatives was desirable.

The meeting was adjourned at 5:45 p.m.



Paul P. Van Riper
Secretary

CORNELL UNIVERSITY
Ithaca, New York

Office of the Provost

November 14, 1963

MEMORANDUM

To: Members of the Faculty

As you know, President Perkins appointed a committee of distinguished biologists to review the biology program at Cornell and to make recommendations concerning future developments in this important field.

The report from the committee, whose chairman was Dr. Robert S. Morison of the Rockefeller Foundation, is attached for your information and study.

Dale R. Corson
Provost

Attachment

BIOLOGY AT CORNELL

Report of the Special Committee Appointed by the President of the University

I. Introduction

This committee was appointed by President Perkins to review the existing situation of biology at Cornell University and to make recommendations for its improvement. In pursuing these objectives, the committee has studied a large number of formal documents submitted to it in advance of its first meeting and carefully considered over 45 letters and memoranda provided by individual members of the faculty. Finally, it has heard testimony from all the major administrative officers in the University and a substantial sample of faculty members of all ranks. The committee wishes to take this opportunity to express its gratitude for the time and effort that these individuals put into their statements.

No matter what may be the differences of opinion about the present state of biology at Cornell or the measures that might be taken to change it, there can be no doubt at all that concern for the problem is spread throughout the faculty. The committee is most appreciative of the serious and cooperative spirit in which almost everyone appeared before it.

The committee's deliberations were, of course, greatly facilitated by the fact that teaching and research in biology has been under continuous scrutiny by administrative officers and faculty members for several years past. Only two years ago a careful study appeared in the form of a committee report entitled "Biology at Cornell".¹ Many less formal statements are available, and indeed it appears that almost everything that can be said about biology at Cornell has already been said by someone. It is therefore not surprising that the committee ended up with an opinion and a proposal, the elements of which are contained in some of the written statements submitted to it by members of the Cornell faculty.

II. The Present Situation

A. Structure and Organization

The most striking feature of biology at Cornell is that bits and pieces are scattered throughout many of the separate departments of five of the schools or colleges which compose the University. In no one of these places does it present itself as a more or less coherent and integrated body of knowledge. In part, this random distribution seems to have been

¹ Report of the Special Committee Appointed by the Deans of the Colleges of Agriculture, Arts and Sciences, and Veterinary Medicine.

due to accident, in part, to evolution unchecked by appropriate selection pressures. Perhaps the single most important cause is to be found in the fact that much research in biology has been valued primarily for its immediate contribution to the solution of practical problems in Agriculture and Veterinary Medicine. Whatever the reason, the result is that important segments of biology are represented only as adjuncts to certain practical arts which enjoy departmental status, eg., genetics appears in Plant Breeding and Poultry Husbandry, bacteriology as a part of Dairy and Food Science, ethology as a part of Conservation. Perhaps it is symbolic of the fragmented, if not actually inverted, character of biology at Cornell that the only course actually called "biology" is given by an assistant professor in the Department of Entomology. Surely, as one of our informants put it, "This situation must be unique to Cornell."

In the College of Arts and Sciences where one might have supposed that biology would be valued, at least in part, for the contribution it might make to the understanding of life in general, the only department devoted exclusively to biological matters is Zoology where the emphasis appears to be largely on the preparation of students for medicine and the provision of so-called "service" courses for other divisions of the University. Modern work on such characteristic life processes as immune reactions, growth, differentiation, and the storing and processing of information by biological organisms is notably absent. Attempts to compensate for some of these lacks are, however, found in the Department of Chemistry, in Engineering Physics, and in the newly formed and still unproven special section of Cognitive Studies. Some biologically oriented studies of behavior are also found in the Department of Psychology. Admirable though these attempted compensations may be in themselves, they are all likely to be seriously handicapped by lack of true biological perspective. The committee is particularly concerned that the field commonly referred to as molecular biology, which holds such promise for understanding many of the most characteristic properties of living organisms, is represented primarily, if not indeed wholly, as a branch of chemistry.

In the College of Agriculture, work of a biological character is found in virtually every department. Much of this is quite properly of a so-called applied nature, although Cornell has a long tradition of back-stopping such work with excellent representation from more basic areas. Indeed the quality of basic research in the Agricultural College has been so high in the past that it has supplanted work of a similar nature in the other schools of the University. Two exceptions to the general rule of providing for basic science only as a handmaiden to some specialized applied area are found in the Departments of Botany and Biochemistry. Biochemistry, of course, is also found in various places in the other schools, notably in Home Economics and in the Graduate School of Nutrition. Incidentally,

the latter organization is probably the only school of its kind in the world.

In a situation as diverse and as widely disseminated as this, it would be unwise to attempt any detailed or comprehensive appraisal of quality. In the time allowed the committee, such a general appraisal would in any case have been impossible. Nevertheless, on the basis of their general knowledge of several of the fields represented at Cornell and of the information and opinion provided by the presentations to the committee, the members believe they are safe in saying that research and teaching in many of the fields of biology are at a relatively lower level than they were two or three decades ago. Almost as serious as the decline in the quality of the work being done is the dearth of activity in certain areas of increasing importance. In other areas, such as the biology of behavior, bits and pieces may be found scattered in various corners of the University but there is no place in which a substantial core of the science may be found around which to rally the dispersed forces.

The committee is prepared to go into further detail in regard to its opinion on the existing situation of biology at Cornell upon request. It has not done so in the present report largely because so much of what it would say is already contained in readily available statements previously prepared by members of the faculty.

The committee believes that the present fragmentation and inadequacies of biological work at Cornell can be traced rather clearly to certain peculiarities in organizational structure and administrative procedure. By American standards there is an unusual degree of decentralization of authority throughout the University. The result in many of the schools is that the actual course of events is left largely in the hands of department heads. At its best this system provides for excellent work in the individual specialties. On the other hand, it tends to obscure or even eliminate responsibility for the development of appropriate work in the more general aspects of biology.

In this connection we must draw attention to certain peculiarities of administrative structure which have made it relatively easy to emphasize the development of individual specialties at the expense of overall coherence. First and foremost of course, is the fact that one important part of Cornell is a privately supported College of Arts and Sciences and that another equally important part is a group of colleges primarily supported by the State of New York. Of the latter, the most significant for the present argument is the College of Agriculture. From time to time in the past substantial parts of what are usually regarded as basic biology have slipped away from the College of Arts and Sciences and turned up in

the College of Agriculture. In part, this movement has been due to the greater vigor and better quality of particular subjects as represented in Agriculture. Furthermore, in times of financial stringencies it has apparently been easier to obtain financing from the state than from private sources. This difference in method of financing is often cited as one of the important reasons for the high degree of autonomy enjoyed de facto if not de jure by the several colleges of which Cornell University is composed.

Somewhat the same explanation may be offered for the almost equally substantial degree of autonomy enjoyed by the major departments within the Agricultural College. The point here is that money for the College of Agriculture seems to have been most easily obtained through appeals to the particular constituencies of particular departments. Thus the New York orchardists were expected to lobby with special intensity for the Department of Pomology, dairymen for the Department of Dairy and Food Science, poultry men for the Department of Poultry Husbandry, and so on. The committee is not questioning the political wisdom of this decision and it is of course well aware that for many years, and perhaps even today, the policy has contributed importantly to the acknowledged eminence of the school. The only comment it wishes to make is that the system has not proven well adapted to the development of a well balanced and appropriately integrated plan for research and teaching in the more basic aspects of biology. Later on it will also call attention to the probability that failure to develop more comprehensive work in biology somewhere in Cornell may make it increasingly difficult for the College of Agriculture to maintain its place of leadership. At this point we may note that several other leading schools have already provided for the growth of strong independent departments representing the basic aspects of biology and biochemistry.

It is harder for us to understand why "applied" and "vocational" attitudes toward biology should have apparently diffused into the College of Arts and Sciences. As we have remarked above, the Department of Zoology seems to be primarily concerned with the preparation of students for medicine and with the giving of certain service courses for other departments of the University. One obvious cause of the incomplete representation of biology in the arts college is the actual transfer or at least the tacit release of certain important subjects like botany, genetics, microbiology, and biochemistry to other colleges. A search for further explanations would lead the committee into subtle areas of morale and personal predilection with which it is unprepared to deal. We must call attention, however, to one of the problems confronting the undergraduate in arts and sciences who wishes to become familiar with certain important areas of biology. Some of the most significant and exciting areas of modern biology are found, if at all in Cornell, in the other colleges, notably of course in Agriculture. Unless the arts student is unusually enterprising,

he will not learn of their existence since they are not listed in the catalogue of his college. Furthermore, lack of communication among the colleges has apparently made it difficult to develop well-ordered curricula involving courses taken in the two institutions.

Many of the foregoing difficulties are perhaps inherent in the operation of a group of schools and colleges which look for their major support to very different sources, draw their students from quite different pools, and charge them quite different tuitions. If so, they can only be solved by some change in the overall structure of the University which is, of course, quite different from that encountered in other U.S. universities.

B. Procedures

1. Promotions and Appointments

The inherent structural problems described in the preceding section are exaggerated rather than minimized by certain important administrative procedures which are apparently traditional at Cornell. We refer here especially to the methods of making faculty appointments, and of supervising and evaluating the work of graduate students. As must be expected, the practices employed in recruiting, appointing, and promoting faculty vary somewhat from school to school. In general, however, less care is taken to insure uniformly high quality and especially to consider the needs of the University as a whole than is common in other institutions in the same general category as Cornell. It is our understanding that at least in many instances the major responsibility is vested in the head of the department in which the vacancy occurs and that his recommendation is frequently forwarded to the President and the Board of Trustees with little more than pro forma scrutiny by his dean. The final action by the President and the Board is again, as a general rule, more or less automatic.

In favorable cases, and there are many of these, the head of the department will seek opinions from his senior colleagues within the department itself and in other relevant areas of his own college and even perhaps in other colleges of the University. It does not appear, however, that he is required to do any of these things, and in many instances such consultation is little more than perfunctory. The inherent weaknesses of this system (or lack of system) are made even more apparent when one learns that in some areas there has been a tendency to fill a considerable proportion of the vacancies with candidates who have received their graduate training at Cornell. Admittedly the dangers of this policy are now increasingly recognized, but in many of its departments the University can demonstrate only too clearly the hazards of relying entirely on hereditary excellence. We have not made a thorough analysis of this

problem, but we were told that something like fifty per cent of the members of at least one of the college faculties are Cornell trained. Unlike the teaching of biology as a subsection of entomology, this situation may not be unique to Cornell; but it is certainly unusual among the better class of institutions in the United States.

2. Conduct of Graduate Training

The method of selecting, supervising, and examining graduate students exhibits many of the same virtues and defects of decentralization that characterize the method of making appointments to faculty posts. At its best, there is a great deal to be said for a system which allows the prospective student to select his major and minor supervisors and to work out with them a schedule of studies and researches which best fit his background, capacities, and talents. It is hoped that in any reform which is undertaken, these immense virtues will be preserved as fully as possible. On the other hand, the necessity of a reform is indicated by the very serious abuses which have been allowed by the above latitude of action. As currently practiced at Cornell, the system of graduate instruction frequently results in much too narrow specialization on the one hand or a sort of diffuse dilettantism on the other. As far as we could determine it is the first of these dangers which is more often experienced in practice. Although in many, if not most, instances the major and minor supervisors are drawn from different departments and even from different colleges or schools, all three may represent closely related specialties in a single administrative organization. In some such cases, a Ph.D. may represent a training experience limited to practical work in a single specialty in applied biology. Even more serious is the fact that the adequacy of this training is determined by the people responsible for planning and carrying it out. In other words, the examiner who determines what the student knows is the same person who prepared the student for the examination.

III. Recommendations

A. Procedural Matters

1. Appointments and Promotions

We believe that one of the most obvious ways of improving biological teaching and research at Cornell, of decreasing its present fragmentation, and of gradually filling the gaps which have presently developed would be a thoroughgoing reform in recruitment and promotion policies. Such reforms should include the institution of selection committees broadly representative

of the University as a whole. We particularly emphasize the importance of making sure that the needs of the graduate school be adequately represented. In some institutions it has been found useful to include one or more members from outside the University as well. We recommend that serious attention be given to this possibility at Cornell.

It is not our intention that final authority in the matter of appointments and promotions be vested in the ad hoc committees. Their deliberations should, however, be made directly available to the President who should normally attend at least the final meeting of such committees in person or be represented by the Provost. We also feel very strongly that it is not enough to consider the credentials of a candidate in vacuo, so to speak. In every instance a given individual should be directly compared to several others from both in and outside the University. This statement applies with equal force to promotions and to new appointments. A diligent effort should be made to identify the best possible candidates with the help of prominent biologists throughout the country.

Perhaps this matter of adopting more effective measures for recruitment in the making of senior appointments is almost too obvious to be mentioned in such detail. We do so, however, since we regard it as probably the single most important reform which we can suggest. The committee feels, in fact, that if a more rigorous system of appointments had been enforced during the last three or four decades many of the problems which now plague biology at Cornell would never have developed.

2. Graduate Training

In order to correct some of the difficulties discussed above in connection with the administration of the graduate program, we make the following suggestions. Regulations should be adopted forthwith which would provide for review of all individual graduate programs by some central authority. Examining committees at every stage of training should contain a majority of persons who have not had prime responsibility for the candidate's training. As in the case of the committees for reviewing appointments and promotions, attention should be given to the inclusion of examiners from outside the University. It is unlikely that this procedure can be adopted as a routine, but the reasonably frequent inclusion of visiting examiners tends to elevate the tone of the whole examination procedure, introduce fresh ideas from outside, and ensure that standards are comparable to the best there are elsewhere.

B. Organizational Changes

The committee is convinced that in order to give basic biology the place it deserves in the University and to ensure its future health, it will be necessary to make certain changes in the organization of the University. In a word, biology must be represented as an entity in its

own right whether it is called a department, a division, a school, a college, or an institute. Biology must be seen at Cornell as a body of knowledge worth pursuing for its own sake and not merely as a series of adjuncts to the raising of larger crops, the improvement of industrial processes, or the training of premedical students. This is not to deprecate the importance of biological science in all these respects. We do wish to emphasize, however, the transcendent importance of biological research and teaching in relation to the University's primary mission of understanding the nature, both of the universe in which man finds himself and of the quality of his own being. As more and more of this universe comes under human control, men are increasingly called upon to make technical decisions and value judgments about the direction in which changes are proposed. To cite a simple example, many citizens of New York are now being asked to decide whether or not they should put fluorine into their water supplies. Somewhat more difficult is a whole series of decisions involved in the use of pesticides, detergents, and other compounds which on the one hand add to the abundance and convenience of living and, on the other, may actually make life impossible for numerous species which in the past may have been man's good friends.

Finally, one must note that human nature itself is gradually coming under human control as we learn more about the genes and chromosomes which determine the composition of man's body and the stuff of his personality. As we develop accurate understanding of how genes and environmental influences interact to produce their final product, we learn to control the nature of the final product itself. Even though not all of us may welcome with enthusiasm the prospect of deciding what sorts of people ought to be born and in just what direction they should be trained, none of us can long avoid the necessity of thinking soberly about such possibilities. Our point is that we can no longer rely wholly on the classical humanities even with the help of the so-called social sciences in making "value judgments". The Life Sciences must play their part not only as means to a better life but as one of the methods of determining what the good life is.

We therefore make no apology for recommending independent status for biology at a high level in the University structure. Admittedly such a general appeal to the importance of biology might not be fully persuasive in an institution in which the subject already existed in reasonable health. As pointed out above, however, the whole structure of research and teaching in biology at Cornell has become truncated and deformed to an extent incomprehensible to those who have not followed its history. Among the advantages to be expected from the development of a division or college of biology are the following.

a. It would immediately establish an important psychological bond among the various scattered elements of basic biology now leading a precarious existence on the periphery of the campus. Closer interaction among these groups would immediately improve morale with a resulting improvement in the quality of research and teaching at both the graduate and undergraduate levels.

b. It would facilitate the identification of gaps between groups and the recruitment of individuals to represent these now neglected areas.

c. The planning of undergraduate curricula in biology for the various colleges should be greatly improved.

d. It would surely lead to the gathering together of the essential elements of basic biology in a single geographical area on the campus, whether in a single building or in a group of closely related ones. This, in turn, would facilitate the execution of cooperative research and the planning of graduate programs for individual students. The quality of the graduate student experience would be enriched by increasing the number of informal contacts between students and teachers and of such formal activities as graduate seminars, visiting lectureships, etc.

e. Although the point is frequently overemphasized, the unification should effect some economies in the use of expensive equipment, library facilities, photographic laboratories, machine shops, etc.

f. Finally, the granting of independent status to biology would allow its voice to be heard at the highest levels of university planning and decision, a point we feel must be emphasized if the existing situation is to be corrected.

The committee spent a great deal of time in discussing the exact nature of the new administrative entity, its relationships to the existing colleges, and the details of what it should and should not contain. It must be confessed at once that we are not nearly so convinced about certain of these matters as we are about the recommendations made earlier in this report. We have been particularly concerned that any changes in administrative structure do the least possible damage to existing excellencies in biology, isolated though these may now be from one another. Our concern applies particularly to the College of Agriculture where the high quality of much of the basic work done in the several departments of this great institution has played a most important role in its high reputation throughout the world. The same concern applies in theory to the College of Veterinary Medicine, but here the damage likely to be done by any reorganization in other parts of the University is not likely to be serious since biology

is already represented by strong departments at the basic level.

It is true that one of the principal reasons for recommending a new division is the opportunity it will give the basic biologists in all parts of the University to talk with one another, to exchange ideas and actually to engage from time to time in interdisciplinary research. It seems at first glance inevitable that increased contact with others will reduce the contact with current colleagues in the separate departments of Agriculture. It is not contemplated, of course, that all the basic scientists in the school would be physically transferred to the new laboratories and departments. On the other hand, some certainly would wish to give all or at least a substantial fraction of their time to work elsewhere on the campus. Insofar as such shifts occur, they will admittedly result in some immediate loss to Agriculture. We feel, however, that in the long run, the advantages of having strong representation in every important field of modern biology on the Cornell campus would greatly outweigh the temporary disadvantages. Indeed, some of our consultants expressed serious worry over the possibility that the present pattern of support for biology in the College of Agriculture is inadequate for modern conditions, and that it may lose some of its international standing if it does not encourage biological work on a far broader basis than in the past.

The members of our committee could not escape the impression that in some quarters of the College of Agriculture any recommendation to alter the existing pattern of biological research and teaching was regarded as a threat to the welfare of the school. On occasion it almost seemed that the very existence of our committee was interpreted as a hostile act. We cannot emphasize too strongly, therefore, that in recommending changes in the present administrative structure, we have given, if anything, more attention to the future welfare of Agriculture than to that of any other unit of the University. In a word, we feel that a better, more broadly based, more comprehensive, more independently administered division of biology will in the long run be as good for the College of Agriculture as it will for the rest of the University. In addition to the general reasons already cited, we would mention one specific point. We doubt very much that it will be as possible in the future as in the past to attract the best biological brains to Cornell if they are asked to accept relatively isolated positions in the existing departments of the College of Agriculture. Recruitment in all the sciences is far more difficult than it was in the twenties and thirties. Competition is extreme and it is not only the outstanding men who are able to demand the working conditions they want. Nowadays, one of the most frequent reasons for choosing a particular post is the opportunity it gives for working closely with colleagues in related fields.

Although some of the personnel needed for the new entity can and should be drawn from existing departments of all the colleges, many new positions must be created especially in those fields not now sufficiently represented on the campus. We are not now in a position to estimate the exact number, but it would probably not fall far short of ten new professorships, plus an appropriate number of positions as associate and assistant professors. A building should be provided as soon as possible which would house the new unit in close proximity to the basic sciences of chemistry and physics on the one hand, and the Colleges of Agriculture and Home Economics on the other.

We can hardly do more than sketch the final content of the recommended college since the availability of personnel and several other factors would play important roles in determining the final result. In general, however, we would expect it to cover the subject areas of zoology, botany, microbiology, genetics, biochemistry, developmental biology, ecology, physiology, molecular biology, evolution and modern biosystematics, and certain aspects of higher behavior. In some instances, existing departments bearing some of the names enumerated above might join the new division more or less as such. In other instances, only a portion of the personnel might be transferred, and, in still others, joint appointments between the new division and existing departments might suitably be arranged. Such details must, it seems to us, await the processes of evolution and daily executive decisions.

In enumerating subject areas we are not to be thought of as recommending individual departments to represent each area. In our discussions of this matter we found ourselves thinking in terms of three or four major sections which could group the various subject areas together in different ways. One example of such a grouping might be suggested as follows: evolution - biosystematics and population studies, biological mechanisms, behavior of individuals and groups. Whatever the final names of the new organizational units may be, we wish to emphasize the need to give prominent places to the newer and most rapidly growing areas in biology.

In recommending a new school or college we are not necessarily recommending that it include all the attributes of existing colleges. We do feel, however, that it should have a primary responsibility and authority for the overall organization of biological research and for teaching at both the graduate and undergraduate levels through the University.

We would urge in fact that all regularly scheduled courses in the biological sciences (including biochemistry) be organized and presented under its auspices. Included here of course should be the organization and supervision of the undergraduate major in biology and the development

of honors programs. It is our understanding that, at present, opportunity to follow an honors program in biology is offered in the College of Arts and Sciences to only five students per year. This is of course far below the proportion found in other colleges in Cornell's category.

Because of the obvious problems in establishing a separate college or school in a single subject area, the committee devoted much of its time to debating the possibility of placing a new department of biology in one of the existing colleges. It decided against such a recommendation at this time for the following reasons.

1. Biology has by now become so dispersed, if not indeed dis-integrated at Cornell, that its rehabilitation demands the single-minded attention of an administration with the responsibility and authority to effect the necessary changes.

2. It was difficult to avoid the impression that certain attitudes and emotions developed over the years especially between the College of Arts and Sciences and the College of Agriculture would impede cooperation between them if one or the other were to be given sole responsibility for biology.

3. Each of the two colleges mentioned has in effect had a prolonged opportunity to develop a broadly based program in biology. The fact that neither has done so did not encourage the belief that either would do so now.

4. On the positive side, it is hoped that the establishment of a new college would provide an opportunity to experiment with a new form of relationship between the private and state interests in Cornell. In the time available to us it was of course impossible to go into a detailed investigation of the relationship between the endowed and the state-supported colleges. Nevertheless, we came to believe that many of the problems we encountered in the organization of biology could be traced to the basic dichotomy between the two kinds of colleges. On several occasions we felt we were dealing with the tacit assumption that privately supported education is inherently superior to that supported by the state. It is scarcely necessary to point out that several first-class state universities elsewhere in the U.S. demonstrate the falsity of this assumption. On the other hand, certain peculiarities about the situation at Cornell still make it possible for those who are so disposed to "look fown their noses" at the contract colleges. By contracting with Cornell only for specified types of training for specified vocations, the state has given the impression that it is not interested in the broader, more liberal, (or, if you will, more gentlemanly) type of education or in the advancement of pure knowledge. These activities are left in principle at least to the endowed college.

Whether or not this restricted attitude toward education on the part of the state was ever really justified we simply do not know. We do know, however, that it is now obsolete. All over the country municipal, state, and federal agencies are supporting the broadest, most liberal kinds of education and the purest, most fundamental (as some would say "most useless") types of research. As a matter of actual fact, such research and such liberal education are to be found even in the contract colleges at Cornell, but curiously enough no one seems quite ready to admit it.* Least of all, is anyone apparently ready to defend the budget in Albany on the grounds that the contract colleges could be a key element in the development of a broadly based system of public university education in the State of New York.

We hope that the establishment of a new college would provide an opportunity for working out a relationship with the state more appropriate to the 20th century than the existing one. At the present we can foresee only rather dimly what the outlines of such a plan might be. We do believe, however, that if the college is to accomplish the purposes we have in mind, it should at the outset derive its support approximately equally from private and state sources.

*

The present situation in regard to premedical education illustrates how silly things can get. Largely for historical reasons, premedical students are expected to enroll in the College of Arts and Sciences, whereas pre-veterinary students who will pursue much the same courses are found in the Agricultural College. It is obvious to anyone who takes the trouble to look that one can obtain a perfectly good premedical education while enrolled in either the College of Agriculture or of Home Economics and, of course, at a considerable saving in tuition. No mention of this possibility is made in any of the college catalogues, however, and no premedical adviser is available in the contract colleges. It seems clear that an increasing number of New York citizens are preparing themselves for medical school in this way, but no one we asked seemed to have more than a very vague impression as to how many actually do so. Indeed, the uncomfortable and apologetic answers we received suggested that there is a widespread feeling that there is something clandestine and "not quite cricket" about getting into medicine in this way.

IV. Summary

The committee found itself in general agreement with the widely held view that research and teaching in biology is unduly fragmented among the several colleges at Cornell. The resulting absence of clearly designated responsibility for the overall welfare of biology has resulted among other things in serious inadequacies and gaps, especially in the most rapidly developing and exciting areas of biology. Throughout the University, biology seems to be pursued largely for its immediate relevance to certain practical problems like the training of physicians or the raising of larger and better crops. While clearly recognizing the crucial importance of the biological sciences in such matters, the committee feels that vocational importance provides too restricted a base from which to conduct a program in biology appropriate to a great University.

In order to establish a sounder basis for biology at Cornell, the committee recommends that:

1. Procedures for filling tenure positions either by promotion or new appointment be revised to take full account of the needs of the University as a whole and of the highest standards of excellence as reflected in the opinions of fully qualified individuals both within and without the University.
2. Procedures for the selection, supervision, and examination of graduate students be revised to provide for greater responsibility for the review of individual training programs by representatives of the University administration. Examining committees should include a majority of scholars who have not been primarily responsible for planning or supervising the program of the individual being examined.
3. An entirely new school or college of biology be established to assemble in one place representatives of the fragments of the subject now scattered over the campus together with new appointments in areas of biology now inadequately represented. This unit should have responsibility for planning and conducting all formal course work in all the basic aspects of biology and should be adequately represented in the planning and conduct of all graduate work in biology. It should also serve as a center for fostering cooperative and interdisciplinary research and should be specially charged with providing advice and help to those University departments with a primary responsibility for the application of biological science to the solution of practical problems.

Boris Ephrussi
H. O. Halvorson
David R. Goddard

Alden H. Miller
M. M. Rhoades
Robert S. Morison, Chairman

October 23, 1963

Olin Hall
Room M
January 15, 1964

The meeting was called to order by the Provost at 4:30 p.m. with 258 members present. The minutes of the meeting of November 15³, 1963 were approved.

The Provost called on William R. Keast, Vice President for Academic Affairs, for an announcement. Vice President Keast noted that the President's original agenda had included a study of undergraduate education at Cornell. The President had asked the Vice President to set in motion a broad-ranging and penetrating study of Cornell's undergraduate program with a view to positive efforts toward its further upgrading. Already available for consideration were a number of curricular studies made at the school and college level, several relevant position papers from the University Faculty's Committee on Long Range Planning, several other papers stemming from the work of the Centennial Planning Committee, as well as a recent report from the Joint Student-Faculty Committee on Academic Affairs. More specifically, there was, he said, a certain amount of concern deriving from (1) improvements in secondary education and the need to keep abreast of these; (2) the universal competition for students; (3) the implications of the increasing desire for and the availability of graduate work; and (4) the need for greater utilization of honors and independent work to match the growing intellectual interests of students.

Therefore, the Vice President stated that he was appointing a group of nine Faculty study committees, each to consider a given area of concern. At the same time there would be appointed an overall committee to receive these reports, to consolidate them, and to present a final broad report with recommendations to the President, who would be expected to recommend appropriately to the various Faculty and other bodies involved. The nine areas for which individual committees would be appointed included the following: (1) articulation of university studies with the programs of secondary schools, (2) entrance standards, (3) inter-college transfers, (4) honors programs and independent study, (5) quality of instruction, (6) grading systems, (7) orientation and advising, (8) drop out problem, and (9) the educational environment, to include housing, library facilities, extracurricular activities, etc. He would expect the general committee to consider the common elements and problems, the liberal and professional components and relationships, the relation to graduate studies, etc. The Vice President anticipated that these committees would be appointed by February 1, 1964; that the basic study reports would be available by May 1; and that there would be a final report by June 1, to be transmitted to the President thereafter. Action suggestions, etc., could be expected in the fall of 1964.

The Provost called on Ian R. Macneil, Professor of Law, for a report on behalf of the Committee on the Scheduling of Public Events. Professor Macneil moved the following resolution: "RESOLVED, That the University Faculty designate Saturday, May 16, 1964, as Spring Day, a University holiday, except in the Law School, and instruct the Committee on Registration and Schedules to schedule evening hours which members of the Faculty may use for classes and laboratories which are normally scheduled on that day." This was seconded and approved.

The Provost called on Rudolf B. Schlesinger, William Nelson Cromwell Professor of International and Comparative Law, for a report on behalf of the Faculty Council Ad Hoc Committee on Procedure for Selecting the Dean of the Faculty. Professor Schlesinger referred to the report of the Committee and moved the following in substitution of the legislation on the same subject of March 13, 1957:

"At least three months before the deanship becomes vacant, or as promptly as possible if the office should become vacant without three months' notice, the Faculty Council shall appoint an ad hoc committee of five members broadly representative of the University Faculty.

"The committee so appointed shall be free to adopt its own methods and procedures. It shall solicit nominations and canvass Faculty opinion in any manner it sees fit, and may consult with the President.

"At the earliest possible time the committee shall report to the Faculty Council the names of not less than three nominees. If the Faculty Council approves the nominations, the committee shall submit the names of the nominees to the President. If the Faculty Council disapproves the nominations, or any of them, it shall advise the committee accordingly, and the committee shall continue its search until at least three nominees acceptable to the committee and to the Faculty Council are found; the names of these nominees shall then be submitted to the President.

"Acting directly or through the committee, the President shall contact the nominee preferred by him, and shall ask him whether he would be willing to serve if appointed. If one or several of the nominees decline to serve or otherwise turn out to be unavailable, the President may call for additional nominations so that he can choose from among at least three nominees known or presumed to be available. If called for by the President, such additional nominations shall be made by the Committee and the Faculty Council in the same manner as the original nominations.

"Having chosen one of the nominees, and having ascertained his willingness to serve, the President shall inform the committee that he will recommend that nominee for appointment by the Board of Trustees if the nominee is acceptable to a sufficient majority of the Faculty voting. The Committee shall then conduct a mail ballot, giving all

the members of the University an opportunity to vote for or against the nominee. The result of that ballot shall be transmitted to the President who, if satisfied that the nominee is acceptable to a sufficient majority of the Faculty voting, shall recommend his appointment by the Board of Trustees in accordance with the provisions of the By-Laws.

"The committee's informal canvass of Faculty opinion, coupled with the approval of the Faculty Council and the final mail ballot, will be deemed to satisfy the provision of the By-Laws requiring the President to ascertain the opinion of the Faculty on his nominee".

The motion was seconded. Professor Schlesinger then pointed out that the new proposal was in line with the selection process for deans of the schools and colleges, that the aim of the proposal was to facilitate reaching of consensus between the Faculty and the President, that both the old and new proposals involved Faculty consultation, that the existing procedure brought the Faculty into the picture at a relatively late stage and might well cause difficulties for prospective candidates, and that, with respect to the new proposal, the President had indicated that he would not recommend to the Board of Trustees any candidate who had not received a "sufficient majority" of the Faculty preferential votes. When asked whether the Faculty vote would be made public,

Professor Schlesinger stated that he assumed that it could not help but be public at some point.

Frederick G. Marcham, Goldwin Smith Professor of English History, then stated that he wished to propose two amendments, as follows:

- (1) That paragraph two of the proposal be revised to read as follows: "The committee shall solicit nominations and canvass Faculty opinion in any manner it sees fit, and may consult with the President."
- (2) That the remainder of the report be revised to read as follows:

"At the earliest possible time the committee shall report to the Faculty Council the names of not less than three nominees. If the Faculty Council disapproves the nominations, or any of them, it shall advise the committee accordingly, and the committee shall continue its search until at least three nominees acceptable to the committee and to the Faculty Council are found.

"The committee shall hold a mail ballot among members of the Faculty and shall report the results of this ballot to the Faculty as soon as possible. Immediately thereafter, the Dean of the Faculty, or in his absence the Secretary, shall report to the President the result of the ballot."

As the Secretary then noted, in reading the proposal as thus amended, this would modify paragraphs two and three, add a new paragraph four, and delete original paragraphs four, five and six.

With respect to the first amendment above, Professor Marcham said he was in general agreement with the proposal of the Faculty Council Committee, and wished only to stress that the committee on selection of candidates for the deanship be as free as possible to proceed as they saw fit. He then moved the first amendment above. This was seconded and approved.

Professor Marcham then moved the second amendment, which was seconded. Professor Marcham stated that he felt that the 1957 procedure was basically correct. He felt there would be suitable candidates under such procedure. He did not find the argument that the Dean must serve as a liaison to the President as fully persuasive, for he felt that tradition held that the Dean was fundamentally a representative of the Faculty. He felt the new proposal did not respect the dignity of the Faculty. He objected to an earlier reference to "popularity contest" and felt there was possible a "nobler rendering of the idea." "We are accustomed to competition," he said, "and there is nothing to fear in it." "A ballot, openly taken and openly announced is the fair way," he said, and he objected to the one ballot in the new proposal. He felt the new proposal left something to be

desired in faith in the new President.. He wished to rely on "simplicity and openness." "We should assume the President has faith in us," he said, "and we should assure him we have faith in him."

Considerable discussion ensued. During this discussion those favoring Professor Marcham's amendment stressed that the method of choice of other deans was not relevant due to the special position of the Dean of the Faculty as more of a Faculty spokesman than administrative officer; that the Faculty should be able to consider more than one name; and that the ballot should be openly announced.

In reply, Professor Schlesinger stated that the President selects the Dean and stressed that the problem was a practical one of bringing the Faculty into this selection procedure in the most effective way. He noted that the new proposal gave the Faculty some final veto power, as opposed to the mere preference in Professor Marcham's amendment. He also stressed the potential difficulty in requesting three candidates to restructure their academic situations in light of only a possibility of selection.

The question being called, and there being no further discussion, the amendment was put to a vote and carried.

The original motion, as twice amended, then came before the Faculty in the original form:

"At least three months before the deanship becomes

vacant, or as promptly as possible if the office should become vacant without three months' notice, the Faculty Council shall appoint an ad hoc committee of five members broadly representative of the University Faculty.

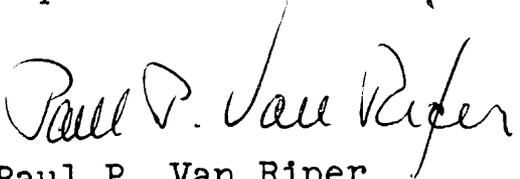
"The committee shall solicit nominations and canvass Faculty opinion in any manner it sees fit, and may consult with the President.

"At the earliest possible time the committee shall report to the Faculty Council the names of not less than three nominees. If the Faculty Council disapproves the nominations, or any of them, it shall advise the committee accordingly, and the committee shall continue its search until at least three nominees acceptable to the committee and to the Faculty Council are found. The committee shall hold a mail ballot among members of the Faculty and shall report the results of this ballot to the Faculty as soon as possible. Immediately thereafter the Dean of the Faculty, or in his absence the Secretary, shall report to the President the result of the ballot."

The motion, as amended, was approved.

The Provost then accepted a motion to defer the remaining business until the next meeting. This was seconded and approved.

The meeting was adjourned at 5:50 p.m.


Paul P. Van Riper
Secretary

Olin Hall
Room M
February 12, 1964

The meeting was called to order by the President with 105 members present. The minutes of the meetings of December 4, 1963, and January 15, 1964 were approved.

The President announced the deaths of the following members of the Faculty and the Faculty rose in silent tribute to their memory:

Arthur Augustus Allen, Professor Emeritus of Ornithology,
on January 17, 1964

Mary Geisler Phillips, Professor Emeritus of Extension
Teaching and Information, on January 25, 1964

Alfred Leonard Anderson, Professor of Geology, on
January 27, 1964

The President called on Dale R. Corson, Provost, for an explanation of the changes which had been made in the organization of the central administration of the University. The Provost noted that the task involved integration of the new offices of Vice Provost and Vice President for Academic Affairs into the top structure, as well as re-organization of the various central offices, in order to simplify the President's span of control. The final result, said the Provost, was to reduce the number of officers reporting directly to the President from nearly thirty to twelve. The latter now consisted of the Provost, four officers operating primarily in a staff capacity, and seven

line officers. The staff group now consisted of the Vice Provost (Thomas W. Mackesey), the Dean of the University Faculty (also Thomas W. Mackesey), the Director of the Budget (Paul L. McKeegan), and the University Counsel (Neal R. Stamp). The line officers are the Vice President (J.L. Zwingle), the Vice President for Research and Advanced Studies (Franklin A. Long), the Vice President for Academic Affairs (William R. Keast), the Vice President for Student Affairs (John Summerskill), the Vice President-Business (John E. Burton), the Treasurer (Lewis H. Durland), and the Controller (Arthur H. Peterson).

As for the organization of the other segments of the central administrative structure, the following, the Provost stated, represented the major changes: (1) now reporting to the Vice President for Academic Affairs were the Deans of the constituent schools and colleges, the Dean of Admissions (Financial Aids being separated from admissions and assigned as noted later), the Director of the Division of Unclassified Students, the Director of the University Libraries, the Director of the White Art Museum, the University Publisher, the Commandants of the three military departments, and the Director of the Summer Session and Extramural Courses; (2) reporting to the Vice President for Student Affairs were the present units plus the Director of Physical Education and Athletics and the Director of a new Office of Scholarships and Financial Aids (now separated from Admissions);

(3) now under the jurisdiction of the Vice President for Research and Advanced Studies are the eleven research centers; and (4) reporting to the Vice Provost is the Registrar, because of the relationship of his statistical services to academic and physical planning. In addition, it should be noted that in most matters the Dean of the Graduate School reports to the Vice President for Academic Affairs, but that in relation to advanced studies at the post-doctoral level and certain other matters he deals with the Vice President for Research and Advanced Studies. Other segments of the central administrative organization remain in their present relationships.

The President then called on Thor N. Rhodin, Associate Professor of Engineering Physics and Materials Science and Chairman of the Policy Committee of the College of Engineering, for presentation of a proposal (previously distributed) for changing the designation of certain degrees in the College of Engineering. He noted that the proposal did not affect the degrees of M.S. and Ph.D., but streamlined and simplified the designations of other degrees in Engineering, introduced a general Bachelor of Science in Engineering degree for use in circumstances outlined in the motion below, and would authorize a general Bachelor of Engineering degree in case the Faculty of Engineering approved inter-disciplinary programs. Professor Rhodin then moved on behalf of the faculty of the College of Engineering that the University Faculty recommend to the Board of Trustees that the following

new degree structure in Engineering be approved:

1. That the degree "Bachelor of Engineering (designated)", e.g., B.E. (Civil), be awarded for the regular five-year programs.
2. That the degree, "Bachelor of Science in Engineering" (B.S. in Eng.) be awarded to students in the Graduate Honors Program who have completed in good standing one full academic year of in-residence graduate study but who have not fulfilled the minimum requirements for a designated field Bachelor's degree.
3. That, if the Faculty of the College of Engineering were to approve at some later time the establishment of inter-disciplinary programs, the award of the degree, "Bachelor of Engineering" (B.E.) would also be appropriate for students who successfully complete a five-year program in engineering but who do not satisfy the requirements for a Bachelor's degree with field designation.
4. That the professional master's degree be changed to "Master of Engineering (designated field)". The designation would not repeat the word "Engineering"; thus the degree would read "Master of Engineering (Civil)", "Master of Engineering (Electrical)", etc.

5. That the new Bachelor's degree designations be awarded for the first time to the class graduating in June, 1966 (the first class under the DBS program), and to all classes thereafter, with the following provision:
6. That, since the University is obligated to award those degrees announced in the official catalogs in effect at the time a student applies for admission, students in the above category who were initially enrolled prior to and including September, 1963, shall have the option of receiving the degrees now in effect (B.C.E., B.E.E., etc.).
7. That the new professional Master's degree designations be awarded to candidates receiving degrees in June, 1964 and thereafter, except that candidates who are enrolled in the professional master's program prior to and including September, 1963 have the option of receiving the degrees now in effect (M.C.E., M.E.E., etc.).

The motion was seconded. Frederick S. Erdman, Professor of Mechanical Engineering and Associate Dean of the Graduate School, noted that, insofar as the Graduate School was concerned, the proposal had the approval of the Graduate Faculty. In response to a query, Professor Rhodin stated that the degree described in paragraph 2 above involved a limited crediting of graduate work toward an undergraduate degree.

There being no further discussion, the motion was put to a vote and approved.

In response to a question from the floor, the Dean explained that the proposal for a new type of calendar was being circulated among various University groups for discussion and that the drafting of a final proposal, with appropriate background discussion, was under way. Calendar reform, the Dean said, would be brought before the Faculty some time this spring.

The meeting was then adjourned at 5:00 p.m.


Paul P. Van Riper
Secretary

3075
Olin Hall
Room M
March 11, 1964

The meeting was called to order by the President at 4:30 p.m. with 106 members present. The minutes of February 12, 1964 were approved.

The President announced the deaths of the following members of the Faculty, after which all rose for a moment of silent tribute:

Harold William Thompson, Professor Emeritus of English, on February 21, 1964.

Frederick Emil Heinzelman, Professor Emeritus of Extension Service, on March 6, 1964.

The President called on the Dean of the Faculty for a communication. Dean Mackesey announced that, in accord with legislation, a Committee on Nomination of Candidates for Dean of the University Faculty, has been appointed, consisting of Mario Einaudi, Walter S. Carpenter Jr., Professor of International and Comparative Politics, Chairman, together with Henri S. Sack, Walter S. Carpenter Jr., Professor of Engineering, Engineering Physics and Materials Science and Solid State Studies, A. Henry Detweiler, Professor of Architecture, John K. Loosli, Professor of Animal Husbandry, and William F. Whyte, Professor of Industrial and Labor Relations.

The President then spoke to the second report on Biology at Cornell (the Corson Committee report), dated March 4, 1964. He stated that he hoped to be able to make recommendations to the Board of Trustees in April, but that this was not an absolute deadline. In any event, he desired appropriate

Faculty reviews; in addition, there must be preliminary discussions with representatives of the State University of New York. Copies of the report were available in the office of the Dean of the University Faculty, he said, and he hoped that the matter would be discussed with a sense of urgency. He considered the following as "givens" in the situation, around which any solution must be designed: (1) the combined public and private relationships at Cornell; (2) the dual concern over basic and applied science; and (3) the rising priority of the field in light of recent developments. There is no gimmick in the need for bringing to bear upon it the full judgment of the academic community. His aim was to make Cornell one of the first institutions in the world in biology. He noted, however, that Cornell was not alone in facing the problems before it and that he had received several inquiries concerning the progress here.

The President called on Provost Corson for a further statement with respect to the work of his committee. The Provost outlined the major facets of the report, which proposed an "inter-college Division to have responsibility for, and authority over, basic biological sciences" and outlined administrative relationships to that end. For further details, see "Report of the President's Committee on Biological Sciences," dated March 4, 1964.

The President recognized Frederick M. Wells, Andrew Dickson White Professor of Architecture and Chairman of the University Committee on Nominations for a report.

Professor Wells spoke to the slate of candidates for the Faculty positions to be filled in the standing committees and boards of the University Faculty (previously distributed). He then placed the names so reported in nomination. The President called for further nominations. There being none, the President accepted a motion from Professor Wells that the slate as distributed be approved. This was seconded and passed.

The President called on John Summerskill, Vice President for Student Affairs, for a report. He stated that he felt the legislation of 1958 on student affairs had been proved basically sound. For developments during the previous five years he expressed his appreciation both to his staff and to the members of the University Faculty Committees on Student Affairs and Student Conduct. He then proposed to consider Cornell student life in terms of a number of popular "hypotheses," as follows:

1. The students are under control! This, he felt, was neither a true nor felicitous expression of the situation. On the disciplinary front, no matter what happens, about one and one-half per cent of the students turn up annually. He hoped that student life would never be "under control" in the sense that the phrase was sometimes meant. Indeed, he saw student life at Cornell as in a state of considerable, and desirable, ferment.

2. Students today have no morals! Here he was reminded of the story of the two elderly Yankees rocking on the front

porch on the side of the hill, watching some of the younger generation in the valley. One said, "It seems to me there's too much he-ing and she-ing these days." The other replied, "It's about the same, Seth, only you ain't down there any more!" There was indeed some change-- a lower marriage age, for example. There was more openness of discussion, which, however, might well mean more rationality with respect to morals and their consideration. There was also some decrease in the expectations of society with respect to the protection of young men and women-- against this there are curfews, etc, of much of collegiate life. No wonder there is discussion of conduct and its regulation.

3. Cornell is a residential college! Vice President Summerskill pointed out that this is only partly true. It is true for undergraduate women, 90 per cent of the freshmen, and a majority of the sophomores. Most of the juniors, seniors, and graduate students-- some 5,000 in number-- live off-campus; and Collegetown houses only 25 per cent of these. Many commute and are not exposed, nor have much opportunity for exposure, to lectures, concerts, and the full range of cultural offerings. This represented one of his two main areas of concern. He favored a diversity of housing, as has now developed in fact. He noted that a Visiting Committee to Harvard had viewed the "house system" there as a mixed blessing, often stimulating depersonalization rather than the reverse. He viewed the problem here as-- "How can we provide a place to live and study in today's price structure that will enable students to be

4. Fraternities are dying out! Here he pointed out that four years ago 60 per cent of the freshmen were joining fraternities; this year 74 per cent. The defects are receiving real attention, he noted, through major Interfraternity Council efforts on the discriminatory, scholastic, and organizational fronts. Most of the Phi Beta Kappa members and graduate students were fraternity members. But there was a middle range of fraternity members often in trouble. The fraternities had provided a capital investment of at least \$15 million dollars in housing, for which there was no replacement. He felt that every effort should be made to make fraternities as good as they could be made; this seemed to him quite feasible and desirable.

5. There is too much spoon-feeding! Here he noted that at Harvard, for example, there is more than at Cornell; moreover English institutions are moving in the American direction in terms of supervision of student life. Nor did the Vice President feel that they were in fact "overfed". He knew of any number of students who did not know personally enough (any) Faculty members to obtain two recommendations for a job or for graduate school. Much of the student personnel guidance was coming to the central administration, he felt, by default on the part of the Faculty. Again, he hoped college and Faculty organization could be so designed that each student would become known as an individual.

Above all, he hoped that the twin problems of (1) adequate living conditions and (2) of helping and teaching

students on an individual basis could be placed high on the agenda in the realm of student affairs.

The President spoke in appreciation of Vice President Summerskill's work and noted a special grant to him as one of the top student personnel men in the country.

The President called on George H. Healey, Professor of English and Chairman of the Centennial Celebration Committee for a report. Professor Healey noted that the Committee had been meeting every three weeks since last August, involving, in all, some 60 persons in committee and sub-committee work. They had invited suggestions which ranged, he said, "from the irresistible to the unbelievable." The Committee had agreed on the following general guidelines: (1) an October convocation around the topic of "What should a University be?" with a major guest speaker in the person of Sir Eric Ashby, Master of Clare College, Cambridge, and President of the British Association for the Advancement of Science; (2) a "Charter Week" around the end of April, consisting of a five day program oriented toward "new directions" in the physical sciences, social sciences, and humanities; (3) in between these, a Student International Conference with 100 or so foreign visitors; (4) a special week, in New York City-- where there are nearly 25,000 Cornell graduates close by-- on the subject of "The University and the Performing Arts" plus varied exhibitions, etc.; and (5) finally, some special events for Alumni Day at the end of the year. In addition,

his Committee, he said, was busy with a number of appropriate miscellaneous matters varying from a commemorative stamp to awards and citations.

There being no being no further business, the meeting was adjourned at 5:30 p.m.

A handwritten signature in cursive script that reads "Paul P. Van Riper". The signature is written in dark ink and is positioned above the typed name.

Paul P. Van Riper
Secretary

February 17, 1964

Slate of the Committee on Nominations

At the meeting of the University Faculty to be held on March 11, 1964, the following names will be placed in nomination by the Committee on Nominations. Nominations from the floor will be in order. The election will be conducted by mail ballot between the March and April meetings of the Faculty. Biographical sketches of the nominees are enclosed.

For Faculty Trustee - Five year term - One to be elected

Mario Einaudi
✓ Alfred E. Kahn
W. Keith Kennedy
Andrew Schultz Jr.
Adrian M. Srb
Grace Steininger

For the Faculty Council - Three year terms - Four to be elected

✓ Olaf F. Larson and Bernard F. Stanton
✓ Glenn H. Beyer and Sara Blackwell
Paul R. McIsaac and ✓ Robert L. Von Berg
Robert A. Beck and ✓ W. David Curtiss

For the Committee on Academic Freedom and Tenure - Four year terms -
Two to be elected

Thomas H. Canfield and ✓ Robert A. Polson
John Freccero and ✓ Walter M. Simon

For the Committee on the Economic Status of the Faculty - Five year
terms - One to be elected

Gwen Bymers and ✓ Jean McKelvey

For the Committee on Nominations - Three year terms - Three to be
elected

✓ Melvin G. deChazeau and Kenneth W. Evett
✓ Myron G. Fincher and Jeremiah J. Wanderstock
Robert E. Bechhofer and ✓ John R. Moynihan

For the Committee on Student Affairs - Three year terms - Two to
be elected

Nancy A. Hoddick and ✓ Nelson C. Pike
H. Peter Kahn and ✓ Ian R. Macneil

(Continued on reverse side)

For the Committee on Student Conduct - Four year terms - Two to
be elected

Rose K. Goldsen and ✓Jean Parrish
✓Robert M. Smock and George J. Suci

For the Board of Physical Education and Athletics - Three year term -
One to be elected

Donald Kagan and ✓Arthur M. Mizener

For the Board on Student Health - Three year term - One to be elected

✓Mary A. Morrison and Patricia C. Smith

For the Committee on Academic Integrity - Three year term - One to
be elected

✓John R. Kingsbury
Eben Reynolds

Committee on Nominations

Stuart M. Brown Jr.
Nelson H. Bryant
Jean Failing
Glenn W. Hedlund
John W. MacDonald
Henry M. Munger
Maurice F. Neufeld
John W. Wells
Frederick M. Wells, Chairman

1450:2-17-64:1k

encl.

March 5, 1964

Dr. James A. Perkins
President, Cornell University
300 Day Hall

Dear President Perkins:

Attached is the report of your Committee on Biological Sciences, appointed last December, whose mission was to define the academic objectives for Cornell's whole biology effort and to recommend a specific organizational plan for implementation. The Committee took as its starting point last October's report by the outside committee of distinguished biologists (the Morison Committee). The Morison Committee pointed out "the transcendent importance of biological research and teaching in relation to the University's primary mission of understanding the nature, both of the universe in which man finds himself, and of the quality of his own being." That Committee found that Cornell falls short of its potential in this regard because research and teaching in biology are unduly fragmented among the several colleges, and that as a result, inadequacies and gaps exist. To correct these deficiencies, the Morison Committee recommended establishment of an entirely new school or college of biology.

Your present committee recommends the establishment of an inter-college Division to have responsibility for, and authority over, basic biological sciences. This Division shall prescribe the curriculum for an undergraduate major in biology, available to all qualified students in the University, although the Division itself will matriculate no students and award no degrees. The Division shall also establish and supervise standards for its Graduate students, within normal Graduate School procedures.

This division shall be comprised of those faculty members now in the departments of Biochemistry, Botany, and Zoology, as well as certain basic biologists in other departments. The members of the Division faculty shall also be regular members of appropriate colleges and departments, but with control of appointments and promotions residing in the Division. The Committee recommends that the Division shall be under the direction of a senior administrative officer who will work in partnership with the deans of the appropriate colleges for the preparation of the budget and the allocation of funds. This officer shall be responsible to the office of the President, however, for the formulation and execution of division policy.

President Perkins

March 5, 1964

Page two...

The Committee also recommends early provision of a new centralized biological facility and the establishment of at least ten new faculty positions in biology.

The Committee is unanimous in its belief that establishment of an inter-college Division, as outlined above, is a sound and progressive step. The Committee is not unanimous, however, in its view of the future evolution of this administrative arrangement. The majority believes that the dual administrative responsibility proposed in the report has advantages in promoting the concept of "partnership" which outweigh the obvious administrative difficulties and which provide the basis for indefinite continuation of the arrangement. The minority believes that the Division will prosper in the long run only if it has completely independent status, and that the future evolution of the organization must be in this direction. Some members of the Committee believe that eventual integration of the Division with a larger administrative body of the University is desirable.

Another point on which a minority view exists concerns the formal relationship between the Division and basic biologists in applied departments. The Committee is unanimous in its belief that there are a limited number of faculty members in such departments whose work has no direct purpose other than to serve the ends of high quality basic biology (referred to as "Category 1" faculty members in the report), and who should therefore be assigned, along with their positions, to the Division. However, the Committee is divided in its view regarding the larger number of basic biologists whose work is essential to applied ends (referred to as "Category 2" faculty members in the report). The majority believes that such faculty members should have a formal relationship with the Division only if the faculty member, his department head, his dean, and the Division agree that it is desirable for him to be assigned full-time to the Division (with his position remaining under the control of his original department, however). The minority believes that high quality basic biology in applied departments will be possible only if faculty members in this category have the privilege of joint or courtesy appointments in the Division, while remaining as full-time members of their applied departments.

For various of these reasons, Dean Barnes and Professor Vallentyne have withheld their signatures from the Committee's letter transmitting the report. Other Committee members have views which diverge at one point or another with the details of the report. The entire Committee agrees, however, that it is important to proceed with the development of basic biology at Cornell, and they agree that the inter-college Division is an essential first step.

Sincerely yours,

Dale R. Corson

Dale R. Corson
Chairman

REPORT OF THE PRESIDENT'S COMMITTEE ON BIOLOGICAL SCIENCES

March 4, 1964

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President James A. Perkins
300 Day Hall

Dear President Perkins:

The eight undersigned members of the President's Committee on Biological Sciences, who constitute a majority, are honored to submit their report. It recommends the creation at Cornell of a Division of Biological Sciences with inter-college responsibility for and authority over basic biological science.

The Committee undertook to translate previous Cornell studies and the Morison report on basic biological science into a workable proposal. We started from the clear consensus that a major change was necessary, yet even the most novel ideas suggested have been tempered by the necessity to preserve what is good while providing for that which is better.

Three important attitudes have informed our work. First of all, we recognized that we were charged with a matter of University-wide concern. Biology is too broad a subject, and the structural issues its present organization raises too wide, to bring it under any heading less complete than that of the University as a whole, or at least that of the Ithaca campus.

Second, we felt that the context of the new structural proposals should be that of a working partnership and not a distinct competition with the many diverse and vigorous organizations now concerned with teaching and research in biology at Cornell. We sought to emphasize the more general and basic aspects of biology in association with the other natural sciences and with the specialized and technological activities which many Cornell biologists have as their central concern. The distinction between basic and applied cannot be sharp and static; it rests upon emphasis and direction.

Third, the new organization must have flexibility: universities and sciences, like organisms, must grow, develop, and change. This proposal seeks the goal of strong and growing biology at Cornell, not by pre-assigned plan, but by moving with strong and hopeful steps along a course which can be modified to suit a changing environment. In brief, the new organization should be viewed as a step in the evolution of the University as well as of the arrangements for basic biology.

The formation of this Division is a first and essential step towards the development of a strong and coherent program in the basic biological sciences. The proposal insures continuity with the present. It preserves existing strengths in both basic and applied biology and enables biology to develop in an intimate relationship with the physical sciences.

This plan recognizes that biologists at Cornell have not, hitherto, been in effective control of their discipline, and it will correct this. It recognizes the great dispersion of biology on the Cornell campus, and it will overcome this by closer administrative ties between the dispersed units. It recognizes that many gaps need to be filled in order that the subject of biology can be responsive

to modern trends, and it provides machinery for identifying and filling these gaps. It recognizes that present physical resources need to be more wisely used, that plans for their extension need to be coordinated and that a centralized facility which will represent biology on the campus needs to be built. It recognizes also that the undergraduate curriculum and the arrangements for graduate training lack coherence and integration, and it proposes means by which this may be restored. All this is inherent in the proposal.

The adoption of an inter-college organization is much more than an expedient: it is the logical recognition of the scope and range of modern biology and of the extent to which it penetrates and permeates the activities of the University as a whole. But with this pervasiveness, there is an imperative need for strong central control and direction.

Also, it is inevitable that so diffuse and far-reaching activities as those which comprise basic biology will be financed from different sources. Few branches of science today meet their ever-increasing financial needs from a single source. Our philosophy here is that the important budgetary control is over the policy which governs the expenditure of funds and not merely their acquisition or the accounting procedure or the sanction for the day-to-day disbursements. The plan provides for this through control by the new Division over appointments and promotions.

At Cornell, New York State has traditionally furnished much of the resources without which biology could not have achieved either its past distinction or its current potential, and in any foreseeable future, this will need to continue. In fact, we now look, hopefully, in an atmosphere of change and experimentation, for an increasing awareness on the part of the State of the importance of basic biology, even though this is not specifically oriented to application. Again, hopefully, we look to the increased involvement of State funds in the needed financing of the work of a Division of Biological Sciences at Cornell University. On the other hand, we do look to a much greater and more immediate recognition than in the past of the responsibility of the Endowed University of Cornell to provide funds and resources for basic biology. Hence we foresee that, in a spirit of partnership and not rivalry, the subject of biology may be developed by drawing on the resources of both State and Endowed units on a University-wide basis and for the good of the whole.

We recognize that adopting our proposal will require very substantial changes in the existing relationships between the University and the State of New York, including perhaps changes in existing legislation. We also recognize that the approach to the State must be planned and made with care. But we are confident that all of this can be achieved.

Finally, we urge that all new appointments in biology and plans for new buildings and facilities be made only after an examination of their relations to the proposed new division.

Our report is in two parts. Part One contains a concise statement of our ten recommendations. Part Two explains the recommendations in greater detail and amplifies them.

Respectfully submitted,

Stuart M. Brown, Jr.
J. Herbert Bruckner
Thomas Eisner
W. Keith Kennedy

Philip Morrison
George C. Poppensiek
Adrian M. Srb
F. C. Steward

PREAMBLE

It is implicit in the work of the President's Committee on Biology that this subject stands in a special relation to the University at this time, and that a secure basis for the healthy development of modern biology has some special significance for the future of science and of the University. Therefore, before recommendations are made and administrative procedures are stipulated, it is appropriate to ask why the affairs of biology, which have not received this special attention in the past, should do so now. The short answer is that biology literally means "knowledge about life." It deals, therefore, with a subject which we have all experienced, and it is the one discipline through which may come an understanding of man as an organism. But it is the sudden surge of progress in biology in the last decades, the challenge to the imagination which is aroused by the compelling conclusion that the next great thrusts in human knowledge will come through biology, that impel a re-examination of the arrangements that fit Cornell, as a vigorous university, to be an active participant in these developments. However, while we face and hope to solve the local problem, we recognize it is as one which has its roots deep in the history of science and in the changing objectives and goals of biology and its current relations to the other natural sciences.

The great impact of the science of biology upon thought and human welfare is not new. It has been felt in familiar but nonetheless dramatic ways in the past. The intellectual ferment caused in the 19th century by the study of evolution raised questions about the origin and nature of man and aroused discussions on heredity versus environment, nature versus nurture, adaptation and survival. All of this affected society in far-reaching ways that were not anticipated when the doctrine was being formulated and submitted to scientific analysis through the descriptive study of organisms and populations.

The industrial revolution of the 19th century, requiring an ever-increasing preoccupation of man with the complexities of technology, demanded a greater efficiency in the production of his food. Scientific agriculture began to flourish in the aftermath of the Napoleonic Wars, and this has continued to this day, although there may be an eventual limit to our ability to feed all the people on the earth. The knowledge of plant nutrition, a first fruit of the 19th century marriage between chemistry and biology, is now familiar in the widespread use of synthetic fertilizers, but its 20th century sequel in the need for the most minute traces of zinc or molybdenum may not be so well known. The study of animal and human nutrition gave us knowledge of proteins, carbohydrates and fats in our diet, but a productive partnership of chemistry and biology have since made vitamins and hormones familiar as household words.

Therefore, the knowledge about evolution, the details of plant and animal nutrition, as well as the many dramatic applications of science to agriculture, medicine, and public health, may readily be mobilized to show how important the study of biology has been to man. But even all this misses the drama of the change that has now overtaken biology - a change which modifies its relationships to other natural sciences - and alters the kind of training a biologist should receive and the type of scholar who will find satisfaction in working in this field.

In brief, 19th century biology was "knowledge about organisms," i. e., about plants or animals or bacteria. In the mid-20th century, as biology has

now come into its own, it has become increasingly concerned with 'knowledge about life.' This does not render the work on the organisms obsolete. Quite the contrary! It means that their study can now be pushed ever more intensively to the point of asking what life really is. How does the animate world utilize matter and energy in the organized living cells of plants and animals in order that they may grow, develop, reproduce, and respond to stimuli in their environment?

The study of cells, which also began in the 19th century, led through the investigation of their multiplication and of their responses to the twin subjects of cytology and of general physiology -- two branches of biology which focus attention more upon the cells than upon the organisms from which they originated. The long-delayed recognition of the importance of the principles of genetics, soon to be linked to the behavior of the cell nucleus and of its chromosomes, furnished another great area in which broad biological generalizations could be drawn. The dramatic rise of biochemistry, no longer dominated by the chemistry of natural products, but deeply concerned with the intermediate steps by which organisms function as chemical machines, again permitted broad relationships to be seen, and comparative biochemistry was born. In their biochemical arrangements to apply energy to useful purposes, all organisms show similarities; and in the arrangements by which they transmit likenesses from generation to generation, there are also great similarities, as the science of genetics has shown. But the understanding of the inner workings of cells required other tools to be developed. First came the physical and chemical attack upon the structure of complex biologically important compounds, like starch, cellulose, and proteins, and later upon the very nature of the hereditary material (DNA) itself. Meanwhile, the descriptive science was being pushed by the aid of the electron microscope to ever lower levels of organization at magnifications which almost allow macro-molecules to be seen, so that the fine structure of the ground substance of protoplasm, as the physical basis of life, came to light. What seemed to be optically clear and fluid became increasingly complex, with its content of self-duplicating organelles and an elaborate system of granules and structures composed of membranes and vesicles.

In the broad sweep of these events, the biologist can no longer be content with natural history -- fascinating and important as this may be -- for he must needs comprehend knowledge that ranges from the level of molecules to man. And while his task of interpreting living things may seem to have been simplified by the great areas that organisms have in common, and by the contributions that have come from the study of the substances they contain and the predictability of their properties, there are still baffling problems to be solved before the intrinsic differences between the organisms are understood, or before we can explain how cells which contain apparently the same blueprint of information nevertheless use it in so many different ways.

In other words, biology begins where chemistry and physics leave off; it is pre-eminently concerned with problems of organization: organization at the molecular level, at the level of the sub-cellular organelles, at the cellular level, at the level of organs with their special functions, at the level of organisms and of populations and of their inter-actions. Each of these different levels of organization poses special problems and requires different approaches, training, and techniques. In fact, the great modern advance in biology largely stems from the fact that biological organization can now be comprehended in

the language and through the techniques of other sciences. Its great attraction is that it can now make use of the special skills and knowledge drawn from other sciences, but all this means that biologists who know their organisms must lead the way. Although this has come about first in genetics, it must and will permeate other areas of biology. Not only have biologists now the tools for the job, but the developments in other sciences have also reached the point at which, in partnership with biologists, they can attack the problems of life itself, which should yield to scientific analysis and interpretation. While the ability of man to recreate life de novo may be beyond his control, the ability to synthesize and mold the characteristics of organisms is a not too distant goal.

Thus, all this foretells profound technological applications in agriculture and in medicine; it helps us understand ourselves as organisms in the world in which we live; it prepares us for the great challenge as man ventures out into space; it poses problems that impinge upon all branches of the University, from the humanities to technology; it demands a student body and a faculty with wider horizons and deeper insights than heretofore. And if Cornell is to play a distinguished role in the biology of the future, as in the past, it must be equipped and geared and eager for the job. Thus the problems of biology are peculiarly University-wide at Cornell, as at any great institution which intends to rise to the challenge that the life sciences now present.

PART ONE: RECOMMENDATIONS

1. A Division of Biological Sciences shall be established with inter-college responsibility for and authority over basic biological science.
2. The Division shall chart the course of basic biology at Cornell and keep it responsive to the changing needs of the times.
3. The Division shall prescribe the curriculum for an undergraduate major in biology with appropriate areas of specialization. This major shall be available to all qualified students in the University, irrespective of their college affiliations. But the Division will matriculate no students and award no degrees.
4. The Division shall establish and supervise standards for its graduate students.
5. The Division shall provide the atmosphere and resources for excellence and creativity for research and advanced studies.
6. The Division shall be comprised of basic biologists holding positions at Cornell who shall also be regular members of appropriate colleges and departments. In particular, the Division shall include those positions now allocated to the academic departments of Biochemistry, Botany, and Zoology, and those positions in such subject areas as bacteriology and genetics which are essential to the work of the Division. These positions now number between forty and forty-five. In addition, persons who, irrespective of the allocation of their positions, are working in basic biology may also be included in the Division.
7. The Division shall have control over all appointments to and promotions in positions allocated to the Division.
8. The Division shall be under the direction of a senior administrative officer who should be an outstanding biologist. In partnership with the deans of the appropriate colleges, he shall be responsible for the preparation of the budget and the allocation of funds. He shall be responsible to the office of the President for the formulation and execution of division policy.
9. The senior administrative officer shall have an executive board comprised of distinguished faculty members representing major areas of basic biology.
10. The Division shall have a continuing responsibility to assess resources and needs and to recommend all measures necessary to attract and retain a distinguished faculty. As the present physical facilities at Cornell are inadequate for the work of the Division, it is mandatory that a new centralized biological facility be provided without delay. To fill obvious gaps and to remedy existing weaknesses, at least ten new positions in biology, including newly-endowed chairs, are required.

1. Definition of the Division - The Division of Biological Sciences, as we conceive it, will be a new and unique kind of administrative unit, at least at Cornell. In having a university-wide responsibility, the powers of the Division will exceed those of any existing department or college. Yet the Division will not be a college, because it will award no degrees and matriculate no students. It will not be an academic department, because it will embrace several departments, will not be placed within any college, and its chief administrative officer will be directly and primarily responsible to the office of the President. Unlike a center, which is a special kind of administrative unit at Cornell, the Division will have authority over the appointment and promotion of its members, and be responsible for their undergraduate teaching in basic biology as well as their activities in research, graduate, and post-graduate studies.

The Division will be a genuinely inter-college unit. Its members will be drawn from the faculties of the different colleges, though each member will retain his affiliation with a college and with an academic department within a college. It is hoped that members of the division will be elected to membership in the faculties of all colleges offering an undergraduate major in biology. As both the College of Agriculture and the College of Arts and Sciences will presumably offer undergraduate majors in biology, it is hoped that all members of the Division will be members of at least these two college faculties. Courses taught by members of the Division will be part of the regular offerings of an existing school or college, especially the College of Agriculture and the College of Arts and Sciences. Students taking courses in the Division or satisfying the requirements of an undergraduate major in biology as prescribed by the Division will of course be drawn from the various schools and colleges of the University.

2. Needs no amplification other than that provided by the paragraphs below.

3. The Undergraduate Curriculum - Just as there is now an undergraduate major in botany available to students in the College of Agriculture and the College of Arts and Sciences, it is envisaged that in the future there will be an undergraduate major in biology available to students in these and other colleges of the University. The curriculum for this new undergraduate major will be set by the Division. This means that at the undergraduate level biology will have the same degree of integration and definition as any other basic science at Cornell, such as Chemistry or Physics. There is a central core of instruction which every undergraduate biologist should receive; the Division will specify this. But provision will also be made for various areas of specialization as defined by the Division. Each student must, of course, meet the ancillary requirements of the college in which he is enrolled, and will receive his degree in that college.

There is a legitimate need for courses in basic biology having some special reference to other fields. The Division shall recognize this and, where appropriate, provide the courses.

4. Responsibility of the Division for Graduate Work - Within the framework of the Graduate School, the Division will be responsible for the quality of the graduate students who enter and the kind of training they receive. Every candidate for a graduate degree in basic biology at Cornell either has or should quickly acquire the central core of knowledge. Beyond this, the Division must provide the opportunity for a distinguished research thesis in any major area of biology in which candidates are accepted. All graduate students, of course, must also satisfy the general requirements of the Graduate School.

5. The Responsibility of the Division for Research and Advanced Studies -

In a modern university, postdoctoral training and advanced studies and research are necessary to advance knowledge and to maintain quality at the graduate and undergraduate levels. Providing an atmosphere of excellence and creativity at the postdoctoral and research level inevitably permeates the undergraduate and the graduate schools. In other words, one should build from the top down as well as from the bottom up. The revitalized biological climate at Cornell should attract postdoctoral fellows and distinguished scientists on leaves or on fellowships.

The organization of the Division, the establishment of new and improved physical facilities, and the new professorships that are to be established (see Section 10) will attract the postdoctoral fellows and visiting scientists which a modern biological organization needs.

6. The Faculty of the Division of Biological Sciences - The faculty of the Division of Biological Sciences will represent Cornell's integrated effort to achieve excellence in teaching and research in basic biology. Since the division will have inter-college responsibility, it will be assigned appropriate personnel and concomitant resources from more than one college. The faculty will be supported both by endowed and public funds.

a. Specific Relationships of the Division Faculty to Other Units of the University

i. Relationships to the colleges: Each member of the Division will be automatically a member of the college which provides his position. However, since the staff of the basic sciences of physics, chemistry, and mathematics are represented in the College of Arts and Sciences, it seems appropriate that the staff for basic biology also be fully represented in that college.

ii. Relationships to departments: Each member of the Division will be a member of a regular academic department. The Division will draw on personnel from existing departments. Existing biological departments, however, need to be redefined. New departments may need to be established, and membership in departments reassigned. The plan for these changes will be made by the Division and will be executed in cooperation with the appropriate deans. The new structure for biology at Cornell should be sensitive to clusters of related subject matter that have become increasingly meaningful as the science has developed. For example, personnel might be meaningfully grouped according to orientations of interest such as evolution, growth, and development, or behavior. The new structuring of biology at the departmental level should take into particular account fruitful borderline areas between older and more formal compartments of the subject matter of biology. The details of realignments of faculty and of placing faculty in new contexts are not appropriate matters of concern to this committee, but we do emphasize the need for such changes.

b. The Sources of Faculty for the Division

To provide immediate reality for the Division, Cornell has a substantial number of faculty positions presently devoted to basic biology. The positions and the appointees to them will be used to form the initial

faculty of the Division. It is essential that present sources of faculty be supplemented with new positions, in order the gaps be filled and that certain areas be further developed. The details of the need for new faculty are left until later. The following paragraphs deal with the critical problem of mustering Cornell's present resources in faculty, which must form the core of the new effort in basic biology.

- i. Present departments entirely devoted to basic biology: Except for a few service functions, the present Departments of Biochemistry, Botany, and Zoology are devoted entirely to basic biology. The faculty positions in these departments, in total number about 27, are entirely appropriate to the Division and are to be allocated to it. Although the positions and their incumbents will be incorporated into the Division, the three departmental organizations need not be incorporated intact into the new framework, and will in any case be reorganized.
- ii. Other units entirely devoted to basic biology: The functions of the Laboratory of Cell Physiology, Growth, and Development represent an important area of basic biology that should be a component of the Division. The positions and personnel of this laboratory should, therefore, be incorporated into the Division. There may be other similar units which should also be incorporated.
- iii. Fragments of basic biology presently placed in departments with major responsibilities for technical or applied work: As basic biology presently exists at Cornell, fragments of the subject are scattered into various administrative units other than departments and laboratories devoted entirely to fundamental work. If the Division is to be organically sound, and if the presently fragmented areas are to develop in an integrated and vigorous fashion, at least certain of the fragments must be brought into the Division.

Before designating those fragments that should be incorporated into the Division, one should recognize that the fragments are of different kinds and play different roles. In designating the Division faculty, it seems most useful to avoid fine discriminations among the actual and potential roles of these diverse fragments of biology, but instead to recognize that for practical purposes they may be placed into one of two categories as follows: (1) fragments of biology whose faculty representatives occupy positions unequivocally allocated to basic work, particularly where the work has a university-wide role in representing some substantive area of basic biology; (2) fragments of biology whose representatives do basic work which is primarily justified in relation to a particular applied area.

Category 1: Positions in this category are clearly exemplified by the bacteriology section of the Department of Dairy and Food Science and the genetics section of the Department of Plant Breeding. Although these substantial fragments of bacteriology and of genetics at Cornell exist in applied departments and have valuable interactions with their applied counterparts, the personnel representing bacteriology and genetics have for a long time assumed university-wide responsibility for teaching a large spectrum of subject matter in biology and have conducted research appropriate to a unit devoted to basic biology. The present personnel

represent areas of biology that will be important to the Division, and the positions to which they are appointed are a permanent part of Cornell's investment in basic biology. Analogous fragments of biology are found in the Departments of Conservation, Entomology (including some designated as "biology"), and Plant Pathology. The appropriate positions should be assigned to the Division, and the faculty holding these positions should be assigned to either an existing department or one to be created. This does not preclude the retention of membership in their present department through joint appointment. Prior to the implementation of this proposal, a list of positions in this category will be agreed upon.

Category 2: In our discussion of Category 2, we recognize at the outset that several of the larger units at Cornell, e. g., the College of Agriculture, the College of Veterinary Medicine, and the School of Nutrition, have strong obligations in various aspects of applied biology. We also recognize that in order to fulfill these obligations, the applied units need to have certain work in basic biology under their complete authority. In this situation, to assign to the Division all positions whose incumbents are doing basic biology would not be feasible and would lead to clear conflict of major interest. But certain faculty whose work is directly necessary to applied biology may be appropriate to appointment in the Division and may wish to be members of the Division faculty. In such instances, we visualize that upon invitation by the Division and with consent of the faculty member's dean and department head, he might be appointed to the Division and would then serve as a regular member. He would be appointed into some particular department within the Division, but through joint appointment would retain membership in his department of origin. However, the position itself as distinct from the faculty member would remain under the control of its original administrative unit. If the work and interests of a given member in this category should change, the procedure of appointment could again be invoked to arrange his release from the Division.

Other categories: As the work of the Division develops, further categories of membership may prove useful, but the Committee believes that at the outset only the two described above should be established.

iv. New sources of positions for the Division: The preceding paragraphs have dealt with sources of positions for the Division that seem presently and appropriately available from within the University. Both our own thinking and that of the Visiting Committee for Biology stress the need for additional positions. Problems relating to entirely new positions are dealt with in Sections 7 and 10 of this report; Section 7 deals with the re-allocation of positions to the Division. Appointees to new positions within the Division will have the same sets of relations as described for original members in the Division, i. e., they will be appointed into the appropriate college of the University and to an appropriate department.

7. Control over Appointments and Promotions

It is axiomatic that excellence in basic biology can be secured and maintained only where there is control over appointments and promotions. The following typical situations to be met by the Division are considered:

a. Filling of a vacancy in a position allocated to the Division

As soon as it is known that a vacancy will occur in one of the positions allocated to the Division, the head of the department in which the position is placed will automatically inform both the dean of his college and the senior administrative officer of the Division.

The senior administrative officer, in consultation with his executive board, will then consider how the vacancy may be so filled as to strengthen basic biology in the University as a whole. The question will be whether the vacancy should be filled by someone working in the same area as the resigning incumbent or by someone working in a new or different area. The various alternatives will be explored, and after discussion with the appropriate dean and department head, a decision made.

The field of candidates in the area chosen will be canvassed and whatever procedures may be necessary to guarantee the identification and appointment of the best man available will be adapted. This will as a matter of course require the use of ad hoc committees.

The actual mechanism of appointment, after a candidate has been selected and approved by the Division and the office of the President, will follow the course appropriate for the college in which the initial appointment is made.

b. Appointments to entirely new positions

The resources of both the Endowed and the State Colleges must be mobilized to create new positions. We visualize the procedure as follows:

The Division, through its senior administrative officer and with the advice of its executive board, will first stipulate the need; i. e., it will designate the area of biology which is to be strengthened or developed and the type of candidate best qualified for appointment.

The appropriate deans and the senior administrative officer of the Division, working closely together, will then determine the college in which the new position is to be created and which will provide the funds for its support. In most cases, the decision will be made in terms of considerations about housing, the location of the laboratories and instruments which the holder of the new position will be using. But this should not preclude the use of endowed funds to strengthen work that may be appropriately placed in one or another of the State colleges, or of State funds to support work carried out in the laboratories of an endowed college.

The new position will be filled in the normal way; that is, by undertaking a thorough canvas of suitable candidates, by appointing ad hoc selection committees, etc. After the appointee has been approved by the Division and the office of the President, the formal mechanism of appointment will be that of the college in which the new position has been created.

Thus, every appointee will be a member of a college as well as of the Division and of a department within the Division. But the device of joint appointments should be used to provide for membership in different faculties wherever this is desirable.

c. Appointments to the Division of persons whose position is not allocated to the Division

Cases will arise in which an investigator should, by virtue of his basic work, be a member of the Division, although the position to which he was appointed is allocated to an applied department. The arrangements to cover cases of this sort will invoke the partnership between the Division and the appropriate dean. There is no need for any special machinery for appointment or promotion. (See Category 2 above)

d. Promotions, salary increments, and terms of appointments

Once an appointment to the Division has been made, the future professional welfare of the appointee will be an active concern of the Division. This means that it is the responsibility of the senior administrative officer to examine salaries and levels of existing appointments, and to make recommendations for promotions or salary increments to the appropriate dean.

The above categories all relate to professorial appointments. There will inevitably be a number of postdoctoral fellows, visiting professors, and investigators. At this state, no special recommendations for the making of these appointments are necessary.

When the Division comes into being, careful consideration will need to be given in order that it may avoid unnecessary disparities between members of the Division who are initially members of different colleges. It is recognized that the retirement schemes of the State and endowed colleges are and will be different, but some other differences may be more easily resolved. In this category is the present anomaly of the use of nine or eleven months' bases for the payment of stipend, the different policies that exist on the supplementation of salary from federal grants, the different rules which govern consulting, travel expenses, and attendance at scientific meetings. All this will need to be reviewed. The objective, however, will be to adopt the most liberal policies possible in order that terms of appointment and conditions of work in the Division shall be free from avoidable restrictions and discrepancies.

3. Financial Support

Strengthening biology at Cornell will require substantial amounts of money and this needed support must be attained by (1) realigning existing resources in the most effective manner, and (2) securing additional funds. Both steps require full use of State and non-state monies.

Providing support from state and non-state sources increases the magnitude of the administrative details, but it does not preclude a high degree of budgetary control by the senior administrative officer. Indeed, such control and responsibility are essential to the development of basic biology.

The budgets for the departments in the Division will be prepared in partnership with the respective deans and the needed financial support will be sought through joint cooperation and effort. Obviously, the final allocation of funds for and within the Division will depend upon the source and amount received. Once the allocations have been determined in consultation with the deans, the funds will be expended in keeping with the fiscal policies of the respective colleges.

9. The Executive Board

The breadth of modern biology extends beyond the scope of the most distinguished scientist. Therefore, the Committee considers it mandatory that the senior administrative officer have the advice and counsel of an executive board comprised of faculty members representing major areas of basic biology and appointed for definite terms. The duties of the board shall be to assist the senior administrative officer in the development and execution of policies and programs essential for the vigorous growth of a dynamic discipline.

The executive board shall be composed of not less than five and not more than seven faculty members, and appointment to the executive board shall be by the President upon the recommendation of the senior administrative officer. The executive board shall meet upon the call of the senior administrative officer, but not less than once monthly except with the consent of all the members. At least four times each year the Board shall meet with the Deans of the Colleges of Agriculture and Arts and Sciences, and with other administrative officers as appropriate.

10. The Responsibility of the Division to Assess Resources in Basic Biology

After the Division is established and working, it must discharge its continuing responsibility to ensure that Cornell's resources of personnel and physical facilities are adequate to maintain the subject at the forefront of the science. This implies continuing vigilance to develop new areas, particularly the borderline areas between branches of science, and to provide new facilities. While these are long-term objectives, certain immediate needs must be met in order that the Division can start effectively. These needs fall into two categories: (a) Physical facilities: (b) Professional personnel.

Physical facilities:

The Division should survey all existing facilities that are available to basic biology, consider their fitness for modern needs, their present allocation and use, and in consultation with appropriate deans and department heads, formulate the plans for their improvement and re-allocation where necessary.

The Division should immediately become aware of all existing or tentative plans for the development of physical facilities which involve biology. Insofar as these relate to basic biology, the plans should come within the sphere of the Division, form part of a master plan for the best development of biology in the University as a whole.

It is quite apparent, however, the existing facilities, however realigned, will be inadequate for the development of basic biology at Cornell with the necessary standards of excellence.

It is generally recognized that the existing Department of Zoology will, in its realigned form, need to be re-housed. However, over and above this pressing need, a centralized facility is needed to accommodate all those activities of the Division which cannot function properly if they are dispersed among the departments. In particular, this building should house:

- (a) the hard core of instruction which all undergraduates and graduate students in biology require, irrespective of their area of subsequent specialization. This will need both qualified staff and expensive facilities to meet modern needs.
- (b) Accommodation for seminars and visiting professors and lecturers which serve the biological community as a whole.
- (c) Professorial staff and their physical facilities that are needed to develop areas of basic biology that are not now, and cannot be, interpolated in existing colleges and departments.

Professional personnel:

It goes without saying that the Cornell biological faculty should be distinguished in each major subject area. The criteria of such excellence and distinction can only be stipulated by biologists; this is the function of the senior administrator and his executive board, acting for the Division. High caliber appointments automatically attract others; moreover, it is virtually impossible to attract and retain high caliber personnel in positions of isolation from people of similar stature in related fields. To attract and retain such a faculty, a mechanism for the close association of its active people is essential; the divisional organization should provide this. Where association can be based on close physical proximity, this is highly desirable; where it is not so feasible, a feeling of belonging to a closely-knit, integrated organization is essential.

Therefore, Cornell must have some new professorships adequate to attract and retain scholars of outstanding distinction in basic biology. The organization of the Division and the improved physical facilities that are advocated will all contribute to the atmosphere of creativity and excellence necessary to attract outstanding biologists to the new professorships and to retain a distinguished faculty. The reverse is also true; the influx of new distinguished faculty is essential for the accomplishment of the desired ends.

It is not wise to stipulate here a definitive list of the new professorships required, whether this is to be ten or more. However, the exciting things in biology are happening, and will continue to happen, in the borderline areas between the more formal divisions of the subject and in those areas where contact is made with the other natural sciences. The following are obvious examples of dynamic and fruitful areas at the present time, irrespective of the particular organisms or group or organisms which may be under investigation:

Growth, development, and morphogenesis

Genetics in relation to metabolism and differentiation,
i. e., information transfer at various levels

The study of organization and function at all levels,
i. e., bridging the gap between the molecule, the
cell, and the organism.

Subcellular structure and organization of protoplasm
as the physical basis of life, i. e., the fine
structure of cells and their organelles

The study of behavior, whether at the level of organisms
or of populations

This list is meant to be illustrative -- not complete; but in any,
or all of these areas, Cornell needs additional strength.

Olin Hall
Room M
April 15, 1964

The meeting was called to order by the President at 4:30 p.m. with 136 members present. The minutes of March 11, 1964 were approved as distributed.

The President announced the death of Burton Aaron Jennings, Professor Emeritus of Agricultural Engineering on March 18, 1964. The Faculty rose in silent tribute.

The President reviewed the history of various deliberations relative to 'Biology at Cornell' beginning with the advisory committee report of October 23, 1963 distributed to the Faculty and entitled "Report of the Special Committee appointed by the President of the University." (14 pages, B. Ephrussi, H.O. Halvorson, D.R. Goddard, A.H. Miller, M.M. Rhoades, R.S. Morison, chairman,) The next major consideration was the "Report of the President's Committee on Biological Sciences" dated March 4, 1964 and distributed to the Faculty (16 pages, S.M. Brown, Jr., J.H. Bruckner, *R.H. Bannister*, T. Eisner, W.K. Kennedy, P. Morrison, G.C. Poppensiek, *J.R. Wainwright*, ^{m.} A.R. Srb, F.C. Steward, D.R. Corson, chairman). The President thanked all those Faculty members who expressed their views on the preceding reports in both verbal and written statements. Opportunity was being provided for all wishing to be heard. The Colleges concerned with Biology had held Faculty meetings to consider the report of Provost Corson's Committee and had transmitted their actions or suggestions to the President.

Concern was expressed by various Faculty members over the correct interpretation of some statements in the Corson report. The President had formulated his interpretation, discussed it with the Corson Committee and with the Deans of Arts and Sciences and Agriculture, and after incorporating some changes, transmitted his interpretation to Provost Corson for distribution to the Faculty on April 6, 1964. The majority of the Faculty of the College of Agriculture and the Faculty of the College of Arts and Sciences supported the establishment of an inter-college division. Before presenting a recommendation to the Board of Trustees, the President wished to have the benefit of an open discussion, in good temper, with the University Faculty. The floor was opened for any comments, questions, or actions that the Faculty wished to present.

Professor Hutchins asked if the present proposal of an inter-college division is part of an overall plan for restructuring the University. The President replied that he has no grand scheme in mind, although the operation of this proposed inter-college division might show the way for solving similar problems should they arise.

Professor Steward, after inquiring as to the President's wishes and being informed that it was up to the Faculty to express their desires, moved: "That this Faculty endorses the general principles of the Corson report as interpreted by the President and requests the President to implement the report with all reasonable speed."

In the discussion which followed, it was pointed out that plan B of the College of Agriculture was read carefully by the President before he formulated his interpretation of the Corson report. In response to a question regarding basic courses, Provost Corson noted that the report recognized the necessity for offering appropriate undergraduate courses for both majors and minors.

A vote on the motion was called and it was adopted unanimously.

President Perkins spoke of the efforts now required on the part of both the Administration and the Faculty to adjust the machinery, and provide the necessary funds and facilities to implement the recommendations embodied in the report. In response to a question as to whether the administrative set-up will precede the physical arrangements, the President remarked he had not yet thought in terms of a time-scale, although administrative arrangements will have to be made first and they will take more than a few weeks. Any suggestions for narrowing the time-gap would be appreciated.

On behalf of the Committee on Elections, Professor Van Riper, Secretary of the University Faculty, presented the following report:

1. Nomination for the office of Faculty Trustee:
The number of votes received by the several candidates were:

the Walter S. Carpenter Professor of International and Comparative Politics, Professor Mario Einaudi, 294 votes.

the Professor of Economics, Professor Alfred E. Kahn
333 votes.

the Professor of Agronomy, Professor W. Keith
Kennedy, 331 votes.

the Professor of Industrial Engineering and
Administration and Acting Dean of the College
of Engineering, Professor Andrew Schlutz, 244 votes

the Professor of Genetics, Professor Adrian M. Srb,
271 votes.

the Professor of Food and Nutrition, Professor
Grace Steininger, 137 votes.

2. For a member of the Faculty Council for a three
year term, 591 ballots were cast, of which 348,
a majority, were cast for the Professor and Head
of the Department of Rural Sociology, Professor
Olaf F. Larson.
3. For another member of the Faculty Council for a
three year term, 590 ballots were cast of which
337, a majority, were cast for the Professor of
Housing and Design and Director of the Center for
Housing and Environmental Studies, Professor
Glenn H. Beyer.
4. For another member of the Faculty Council for a
three year term, 556 ballots were cast, of which
297, a majority, were cast for the Professor of
Chemical Engineering, Professor Robert L. Von
Berg.
5. For another member of the Faculty Council for a
three year term, 609 ballots were cast, of which
409, a majority, were cast for the Professor
of Law, Professor W. David Curtiss.
6. For a member of the Committee on Academic Freedom
and Tenure for a four year term, 593 ballots were
cast, of which 351, a majority, were cast for
the Professor of Rural Sociology, Professor
Robert A. Polson.
7. For another member of the Committee on Academic
Freedom and Tenure for a four year term, 575
ballots were cast, of which 403, a majority,
were cast for the Professor of History, Professor
Walter M. Simon.

8. For a member of the Committee on Economic Status of the Faculty for a five year term, 576 ballots were cast, of which 365, a majority, were cast for the Professor of Industrial and Labor Relations, Professor Jean T. McKelvey.
9. For a member of the Committee on Nominations for a three year term, 587 ballots were cast, of which 340, a majority, were cast for the Professor of Business Economics and Policy, Professor Melvin G. DeChazeau.
10. For another member of the Committee on Nominations for a three year term, 590 ballots were cast, of which 359, a majority, were cast for the Professor of Veterinary Medicine and Head of the Department of Veterinary Medicine and Obstetrics, Professor Myron G. Fincher.
11. For another member of the Committee on Nominations for a three year term, 570 ballots were cast, of which 288, a majority, were cast for the Professor of Engineering Mechanics and Acting Chairman of the Department of Engineering Mechanics, Professor John R. Moynihan.
12. For a member of the Committee on Student Affairs for a three year term, 595 votes were cast, of which 320, a majority, were cast for the Assistant Professor of Philosophy, Assistant Professor Nelson C. Pike.
13. For another member of the Committee on Student Affairs for a three year term, 620 ballots were cast, of which 313, a majority, were cast for the Professor of Law, Professor Ian R. Macneil.
14. For a member of the Committee on Student Conduct for a four year term, 576 votes were cast, of which 305, a majority, were cast for the Assistant Professor of Romance Literature, Assistant Professor Jean Parrish.
15. For another member of the Committee on Student Conduct for a four year term, 602 ballots were cast, of which 370, a majority, were cast for the Professor of Pomology, Professor Robert M. Smock.

16. For a member of the Board on Physical Education and Athletics for a three year term, 567 ballots were cast, of which 341, a majority, were cast for the Professor of English, Professor Arthur M. Mizener.
17. For a member of the Board on Student Health for a three year term, 585 ballots were cast, of which 310, a majority, were cast for the Associate Professor of Food and Nutrition, Associate Professor Mary A. Morrison.
18. For a member of the Committee on Academic Integrity for a three year term, 559 ballots were cast, of which 444, a majority, were cast for the Associate Professor of Botony, Associate Professor John M. Kingsbury.

Professor Van Riper then moved that the report of the Committee on Elections be accepted. This was seconded and passed.

Professor Van Riper, Secretary of the University Faculty, on behalf of the Faculty Council, reported recent developments in the structuring of University Faculty Committees. Currently the Faculty has 24 standing committees and 2 administrative boards. This arrangement is adequate for consideration of special Faculty problems and a miscellany of practical matters, but for general educational problems there is only the Faculty Council supported by the Committee on Long Range Planning. With the new administrative structure of the University which includes a Vice Provost for Planning, an Academic Vice President and a Vice President for Research, the need for direct contacts between these officers and the Faculty Committees is apparent. The Faculty Council believed it desirable to review the University Committee structure and Dean Mackesey appointed a Committee of the Council (Professors Konvitz, Evans, and

Saunders, chairman) to make recommendations. This resulted in the formation of two new Committees of the Council, one a Committee on Academic Affairs, chaired by Professor Konvitz, the other a Committee on Research Policy and Personnel, chaired by Professor Saunders. Each committee consists of three Council members, five other faculty members and the appropriate Vice President. The Long Range Planning Committee chaired by Professor Erickson will continue many of its present functions but will work especially closely with Dean Mackesey, the new Vice Provost for Planning.

The Faculty Council is endeavoring, by means of a Committee on Committees, chaired by Professor Evans, to suggest ways of combining, reducing or restructuring the remaining standing committees. The Council has asked its various committees to: (1) list the major and supporting questions and/or decision requirements, with analyses of importance and relative priority, in regard to academic goals, (2) recommend assignment of responsibilities for preparing studies necessary for solving questions raised, (3) recommend a study and decision-making process which will bring together the constituent Faculties and the administration.

In response to a question raised, it was noted that the Faculty Council (an elected body) replaced the former Faculty Policy Committee and that, after experience with the new committee structure, further reports would be made to the Faculty along with recommendations for more permanent revised

committee arrangement.

Meeting adjourned at 5:20 p.m.


Howard E. Evans
Acting Secretary

MEMORANDUM

To: D. R. Corson

From: J. A. Perkins

Re: Faculty Committee Report on Biology

I have spent the week-end reviewing the various letters that have been received with respect to biology at Cornell. I have also reviewed my notes of conversations with Cornell faculty, both individually and in groups, with foundations and government agencies, and with a number of persons in other universities.

From all this, two conclusions are inescapable: one - that excellence in biology at Cornell is on the point of a serious downward spiral; and two - that the time is opportune for a major effort to reverse this spiral and build on our present strengths. Furthermore, I am convinced that it can be done because of an internal readiness to move ahead and an external readiness to provide substantial assistance. .

Naturally there are differences of opinion as to the best means to attain this end. I have given the most careful attention to all the various models that have been proposed. Placed on a scale, they run all the way from a coordinator to a separate school or college. At this writing I find the idea of a coordinator too weak and the idea of a separate college too drastic. I am inclined, therefore, to the principle of an inter-college division.

Since a plan for such a Division is the major item in your Committee's report of March first, I find myself in the main sympathetic to the Committee's proposals. However, there are some points in the report which are either unclear or ambiguous, and I should like to tell you of some interpretations that would be essential to me before giving full support to it.

First, I would have to assume that the relations between the Director, the Executive Board, Department chairmen, and the Faculty of the new Division would be the same as those that now exist between the faculties, departmental officers, and deans in our established schools and colleges. Thus, whenever your report refers to the responsibilities of the Division, I shall interpret this as meaning the faculty and administration of the Division. The central purpose of the whole effort is to give basic biologists a collective voice with respect to the development of biology at Cornell. I know it was not intended to minimize the central role of the biology faculty.

Second, the new division would not be given unlimited power to co-opt additional faculty positions into the new Division. After the Departments of Biochemistry, Botany, and Zoology, and not more than fifteen or twenty

carefully considered posts had been incorporated into the Division, no additional positions would be included without the concurrence of the appropriate Dean. Any case of disagreement would be resolved in my office. In general, I would assume that the new Division would not grow by adding from existing positions, but rather by creating new positions from new funds.

Third, instead of the phrase suggesting that "the powers of the Division shall exceed those of any existing department or college," I suspect the Committee really intended the procedures for operating the Division to conform to existing university practice. It might be better if it were understood that on appointments, promotions, and new positions in the Division, the departmental faculties, with the Executive Board and the Director, would take the initiative for making original recommendations. Concurrence of the appropriate Dean or Deans would be solicited. If the Dean did not concur, the matter would be settled by my office. It is to be assumed that the Division, faculty and administration, would make initial recommendations of such weight and responsibility that in most cases the approval of the Dean would be forthcoming.

Fourth, it should be made clear that the Division would have the responsibility for developing the appropriate curricula for students majoring in the fields of biology included in the Division. Those curricula would have to be approved in the usual way by the faculties of the colleges in which students would secure their degrees.

Finally, though far less important, I would hope that a different basis for designating positions in the biological sciences can be discovered, since the designations in the report have been found by some to be faintly invidious. "Categories I and II" might be replaced by some more neutral designation.

Let me conclude this note by saying that my hopes and expectations for excellence in biology at Cornell remain high. I really believe that an improved posture is within our grasp.

April 5, 1964, 8:30 p. m.

After writing the above memorandum, I asked your committee to meet with me in my home this afternoon. I read them this memorandum, and after incorporating some changes, I was assured that my interpretations coincided with the intent of the committee.

Olin Hall
Room M
May 27, 1964

The meeting was called to order by Provost Corson at 4:30 p.m. with 104 members present. The minutes of April 15, 1964 were approved as distributed.

The Provost announced the deaths of:

Arthur Chester Dahlberg, Professor Emeritus of Dairy Science, on May 5, 1964

Hazel Marie Hauck, Professor Emeritus of Food and Nutrition on April 23, 1964, and

Charles Arthur Taylor, Professor Emeritus of Extension Service on May 7, 1964.

The Faculty rose in respect for the memory of their former colleagues.

A communication from the Executive Board of Student Government through the Assistant Dean of Students called attention to their recent resolution establishing a University Commission on Human Rights. Endorsement of this student legislation will be requested at the next faculty meeting. Copies of the proposal will be distributed to the Faculty prior to the next meeting.

Professor Einaudi, chairman of the Faculty Council ad hoc Committee on Selection of a Dean of the University Faculty reported the tabulation of ballots on May 23, 1964. There were 679 ballots cast of which 18 were voided for various reasons. Of the 661 valid ballots; 327 were cast for Professor Royse P. Murphy; 221 for Professor Paul P. Van Riper; and 113 for Professor Julian C. Smith.

Dean Mackesey reminded the Faculty that University

Legislation requires that the Dean forward the report to the President, and that the President nominate one of the candidates for election by the Board of Trustees.

Provost Corson thanked Professor Einaudi and his committee for their action in selecting the nominees and tabulating the faculty's vote.

Professor Thorpe, chairman of the Faculty Committee on Student Affairs submitted the following report.

The Committee held twenty-eight regularly scheduled meetings during the academic year. The major items discussed and acted upon were:

Student-Faculty Relations

In May, 1963, a joint Committee of the Faculty Committee on Student Affairs and the Executive Board of Student Government submitted a report to the Committee. Several recommendations in the report dealt with greater use of responsible student opinion in the areas of academic and student affairs. Extended discussion of the report resulted in three implemental recommendations to the Dean of the Faculty that:

1. A permanent Faculty-Student-Administration Forum be established.
2. Schools and Colleges consider some organized mode by which students may participate in the work of the policy-forming bodies of the various faculties.
3. The desirability of incorporating student representation on the Calendar, Lecture and Music Committees be examined.

Approved Housing Legislation

Extended discussion on the subject in January, 1964 resulted in Committee approval of the principle that all students living off-campus be required to live in University approved housing and the appointment of a sub-committee to draft appropriate legislation. The sub-committee has been given substantive approval for certain procedural sections of the legislation by the Committee. The final draft of the legislation will be presented to the Committee

in 1964-65 and thence to the University Faculty.

Student Housing

A Faculty-Student Committee on Student Housing was established by the Committee in March, 1963, to examine the general problems of student housing at Cornell. The study report was accepted in May, 1964 by the Committee, approved, and transmitted to the Vice Provost.

University Commission on Human Rights

The Committee in October, 1963, appointed three faculty members to serve both on the Commission on Discrimination and on a special drafting committee with students appointed by the Executive Board of Student Government, to consider changes in the legislation for the Commission. The drafting committee rendered its report in May, 1964. Discussion of the report resulted in legislation passed by the Executive Board and approved by the Committee which will be submitted to the University Faculty at the first meeting in the fall for endorsement.

The Committee considered a number of other matters and proposals from the Executive Board relating to social hours, curfews, housing for senior women, etc. to insure that there was no conflict with University Faculty policy.

Under New Business, Dean Mackesey expressed the President's wish to recommend the appointment of a University Professor to the Board of Trustees. Present legislation requires that a committee be appointed consisting "of three to five members elected by the faculty, and additional members appointed by the President who shall also name the Chairman of the Committee". The Dean observed that although at the moment there is no chair vacant as originally intended, one of our colleagues is the candidate and perhaps there is some urgency in the matter. For purposes of expediency, Dean Mackesey moved that the rules be waived as to the election of a committee

so that the Dean of the Faculty may appoint a committee to consider the qualifications of the nominee for a University Professorship as submitted by the President. Adopted Unanimously.

Another matter of new business was a consideration of the need for the reorganization of the Committee on the Festival of Contemporary Arts. The Committee has requested a change in form and function, the new chairman is eager for change and the Faculty Council agrees that a redefinition of the Festival is opportune. The Dean of the Faculty moved that he be authorized to appoint a committee to consider the form and function of the Committee on the Festival of Contemporary Arts. Professor Muller asked if the purview of this new committee would include the question of a different type of museum on the campus. The Dean thought this is a larger question and is not strictly included in the present request for committee consideration. A vote was called and the request was granted.

Professor Konvitz, on behalf of the Faculty Council, presented the following resolution and moved its adoption.

WHEREAS, Professor Thomas W. Mackesey, after three years of service as Dean of the Faculty, has resigned from this position to become Vice Provost of the University; Therefore,

RESOLVED, That the Cornell University Faculty express to Dean Mackesey its deep and sincere sense of gratitude for his years of service as Dean of the Faculty. In this position, held at a crucial time when the University was to select a new President; and when the administration of the University was to undergo significant changes in personnel, structure, and functions; and when the University was to make

plans for its centennial celebration, involving a projection of the University's development for the years ahead -- in relation to these and other matters Dean Mackesey consistently acted with directness and efficiency, with an intuitive awareness of what is fitting and what would tend to contribute to the dignity and strength of the Faculty and the University. In his relations with individual members of the Faculty and with its committees, Dean Mackesey always acted with due respect for the important personal, professional and institutional values involved, and he shared his time, energy, and wisdom with a broad generosity. His qualities of mind and character have contributed to the dignity and importance of the office which he filled. For all this, the University Faculty is indebted to Dean Mackesey.

Adopted Unanimously.

Provost Corson invited Dean Mackesey to reply. The Dean thanked the Faculty for its warm expression of appreciation and felt it a high honor to have served our faculty. He reiterated that a principal function of the Dean was not necessarily to act as "liaison" between Faculty and Administration since this implies two separate bodies with separate interests. He stated that he had not accepted the deanship to become a bridge between Faculty and Administration but to help eliminate the chasm, if one existed.

There being no further business, the meeting was adjourned at 5:05 p.m.


Howard E. Evans
Acting Secretary

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