



Budgetary Picture Begins to Brighten

Deficit for 1972-73 Less Than Planned

A significantly improved budget picture for the 1972-73 fiscal year at Cornell was reported by University President Dale R. Corson at a meeting of the Cornell Board of Trustees Jan. 27 in New York City.

The overall University deficit for the current fiscal year is now estimated to be \$601,000, down by more than one-third from the \$991,000 deficit reported last October. The deficit for the endowed colleges at Ithaca, estimated at \$730,000 in October, has been reduced to a revised estimate of \$402,000.

The total University budget for 1972-73 is \$190.2 million. The budget for the endowed colleges at Ithaca is \$105.2 million.

"We are hopeful that still further improvement may be achieved before the end of the current fiscal year," Corson said.

For the endowed colleges at Ithaca, the major revisions to the October report relate to the reorganization and sale of Cornell Aeronautical Laboratory (CAL), now named Calspan Corporation.

Proceeds from the sale of common stock in the new corporation totaled slightly more than \$4 million. In addition, the University received a special \$1.1 million
Continued on Page 9

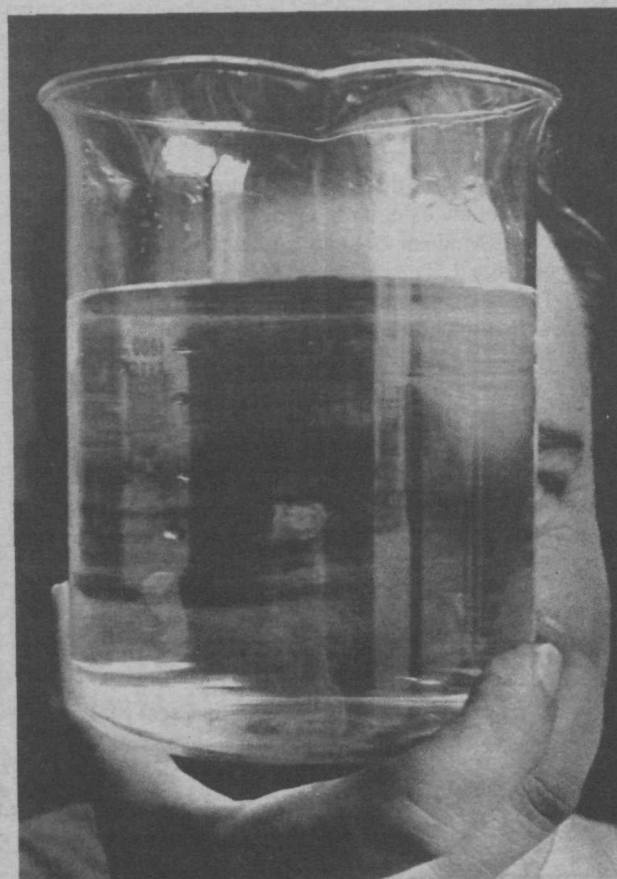
Budget for 1973-74 To Be Balanced

Cornell's overall 1973-74 budget will be balanced when the University enters the final year of its three-year deficit elimination program in July, according to University President Dale R. Corson.

However, fiscal commitments and demands "seem sure to continue our difficult financial situation for the indefinite future," Corson said in his budget statement to the University Board of Trustees. The Board adopted the 1973-74 budget at its regular meeting in New York City Jan. 27.

The budget for all units of Cornell for 1973-74 will be \$198.5 million and is in balance. Next year's budget breakdown by units is: endowed colleges at Ithaca, \$110.6 million; Cornell Medical College in New York City, \$26.7 million; School of Nursing at New York City, \$862,000; statutory colleges, \$60.3 million. The statutory college budget is subject to revision after the New York State budget is adopted.

The current 1972-73 budget is \$187.2 million, which includes a deficit now estimated at \$601,000. The current budget for the endowed colleges at Ithaca is
Continued on Page 20



Sea Sample

John M. Kingsbury, director of Cornell's Office of Marine Biology, peers from behind a beaker of clean seawater. Samples of seawater are being sold in Room 202 of the Plant Science Building, primarily to landlocked students of marine microbiology.



Sitar Soloist

Renu Chahil, a graduate student from India, plays the sitar in her room in the International Living Center in North Campus. The three-year-old center houses some 144 international and American students.

Trustees Increase Tuition; Housing, Dining Charges Up

Tuition for all students at Cornell will increase some \$150 to \$200 effective at the close of the spring semester, 1973. Also, there will be an adjustment in charges within the Department of Student Housing and the Department of Dining Services to permit continuation of the University's policy of operating the departments on a self-supporting basis.

Cornell's Board of Trustees approved the changes in student charges at its regular meeting in New York City Jan. 27.

University President Dale R. Corson called the increases "regretable" but necessary, and that the tuition increases "are less than what are planned at some Ivy League institutions and ... overall tuition costs remain competitive."

All students in Cornell's statutory division will have a tuition increase of \$150 per year.

Tuition for residents in the New York State College of Agriculture and Life Sciences, the New York State College of Human Ecology and the New York State School of Industrial and Labor Relations will be \$1,350 per year. Non-residents in these schools will have an annual tuition of \$1,950.

Tuition for New York State residents in the Veterinary College and for both residents and non-residents in the Veterinary Graduate School will be \$1,950. Non-resident undergraduates in the Veterinary College will have a tuition of \$2,550.

Both resident and non-resident students in other statutory graduate schools will have a tuition of \$1,550.

There will be an increase in tuition of \$180 per year for students in most of the endowed units at Cornell: the College of Architecture, Art and

Planning; the College of Arts and Sciences; the College of Engineering; the School of Hotel Administration and the Division of Unclassified Students. Tuition for all of these students will be \$3,180 per year.

There will be an increase of \$200 per year for students in the Graduate School of Business and Public Administration (B&PA). The increase in B&PA was made with the guarantee that tuition for those students will remain at the 1973-74 rate for their second year of study. Tuition for first year B&PA students will total \$3,400. Students in B&PA who will be in their second year in 1973-74 will pay tuition of \$3,200.

Tuition in the Law School and in the School of Nursing in New York City will increase by \$200 per year. Total tuition for the Law School will be \$3,000, while Nursing School students will pay \$1,950.

Tuition in the endowed Graduate School and the Medical College at New York City will increase by \$180 per year. Total tuition for the Graduate School will be \$3,180; Medical College tuition will be \$2,680.

Adjustments in tuition or fees for Summer Session, the Extramural Division and other programs will be made to reflect the other tuition increases.

Housing charges to students for 1973-74 consist of a 3.5 per cent rise in rents for unmarried undergraduates and a 5 per cent rise for graduate housing and for small living units, according to Ruth W. Darling, associate dean of students.

Dining charges will be raised an average of 8 per
Continued on Page 9

Summary Journal for the Trustee Meetings

SUMMARY JOURNAL FOR Meetings of the Executive Committee and the Board of Trustees of Cornell University held January 25-27, 1973, New York City.

(NOTE: This summary journal, as released for publication, does not include confidential items which came before the meetings.)

1. The minutes of the Executive Committee meetings of November 15, December 13, and December 20, 1972 were presented and approved. The minutes of the Board of Trustees meeting on October 13-14, 1972 were approved. The minutes of the Executive Committee meetings of September 20 and October 12, 1972 were ratified and confirmed.

2. The President discussed the current fiscal positions of the University as it pertains to the endowed colleges at Ithaca, the Medical College and related activities. (See story on Page 1.)

3. The Trustees approved the establishment of a reserve to meet future retirement costs. (See story on Page 18.)

4. The Trustees authorized allocation of income from the Jacob H. Schiff Foundation Fund to the University Faculty Committee on Music for support of the concert series from 1972-73 through 1976-77. The income of the fund has been used by the Committee on University Lectures pursuant to action taken by the Board of Trustees in 1947. The Committee on Lectures has agreed to this four year diversion of funds and has stated that the diversion of funds will not adversely affect the quality of lectures sponsored by the committee on campus.

5. The Board adopted budgets for the fiscal year 1973-74 for the Endowed Colleges in Ithaca, the Medical

College and the School of Nursing. (See story on Page 1.)

6. Trustee Constance E. Cook, Chairman of the Trustee Ad Hoc Committee on the Status of Women, presented a report from the committee to the Board. (See story on Page 8.)

7. A report of the Buildings and Properties Committee of the Board was presented to the Executive Committee.

8. The Trustees authorized conversion of space in the North Campus Union to a food service and dining area. (See story on Page 2.)

9. The Trustees approved renovation of the Andrew Dickson White House. (See story on Page 5.)

10. The Trustees approved a proposal that the membership of the General Faculty Council of the Medical College be expanded by adding non-voting ex officio members as follows: the President, the Provost, the Vice President for Medical Affairs, the Dean of the Medical College, the associate deans and such other administrative officers as the President, upon recommendation of the Council, may from time to time designate and appoint. The executive committee at its meeting of April 12, 1972 established the General Faculty Council.

11. The Trustees approved a series of personnel actions. (Stories on the personnel actions will be published when individuals involved have received proper notification.)

12. The President reported that a contract had been concluded with the Systems Computing and Technology Corporation for development of computer software for a new student registration scheduling system. (See story on Page 19.)

13. A report of construction contracts awarded for the

period November 21 to December 5, 1972 was received by the Executive Committee. (The report covered minor contract awards only.)

14. A report of the proceedings of the meeting on December 14, 1972 of the joint Administrative Board of the New York Hospital — Cornell Medical Center was received.

15. The Secretary reported changes in ex officio memberships of the Board of Trustees. He reported that Warren M. Anderson had been duly elected temporary president of the New York State Senate effective January 3, 1973 and thus succeeds Earl W. Brydges as an ex officio member of the Board of Trustees. He further reported that Morton Adams had been reelected as president of the State Agricultural Society and thus continues as an ex officio member of the Board of Trustees pursuant to Section 5703, Paragraph 1. of the University's Charter.

16. The Trustees authorized the President to confer degrees at the end of appropriate periods of 1973 upon candidates who will have fulfilled all necessary requirements, all in accordance with the recommendations of the respective faculties.

17. Jansen Noyes, Jr., chairman of the Trustee Investment Committee, presented a report of the committee's activities during the past year.

18. H. Victor Grohmann, chairman of the Trustee Audit Committee, presented the annual report of that committee.

19. W. Donald Cooke, Vice President for Research, presented a report on the status of sponsored research at the University. (See Cornell Chronicle, 30 November 1972, Page 2.)

University Senate Adopts Calendar For the 1974-75 Academic Year

The University Senate approved an early-start, early-finish calendar for 1974-75 at its Jan. 23 meeting, then failed to pass a bill calling for employee representation on the University's Board of Trustees, due to the lack of sufficient affirmative votes.

The Jan. 23 meeting was the first Senate meeting of the second semester. The Senate did not meet Tuesday night.

The approved calendar, which is printed on this page, is essentially a continuation of the present calendar and of the 1973-74 calendar adopted by the Senate last year.

The Senate deleted portions of the bill referring to the 1975-76 calendar upon the recommendation of one of the bill's sponsors, who asked that 1975-76 calendar commitments

not be made until the University's long-range planning is finalized.

As approved, the 1974-75 calendar contains a four-and-one-half-week intersession period as compared with a three-and-one-half-week period effected this year and scheduled for 1973-74.

Senate discussion centered on the length and possible uses of the intersession period, length of the study breaks and examination periods, and the effects on spring intercollegiate athletics of moving the second semester up a week.

After about an hour's debate on the bill, the Senate defeated a motion to recommit it to the Calendar Committee with the understanding that the committee would work to shorten intersession.

Following approval of the 1974-75 calendar, the Senators debated a constitutional amendment which would provide for two employee representatives elected by the employees to serve on the Board of Trustees for terms of four years each.

In presenting the bill, Steve Hanzlik, one of the bill's sponsors and an employee senator, told the senators that "even if the Senate affirms the change, it must be voted on by the faculty students and employees as well as be accepted by the Board."

Senate speakers for the constitutional amendment argued the Board would be better served in having representatives from all constituencies in the University, specifically from the non-faculty employee group consisting, according to one senator, of

some 5,000 persons.

One student speaker expressed concern that employee trustees might turn employee action away from the possibility of unionization.

After a half hour of debate, 45 Senators voted for the bill, short of the majority required for a constitutional amendment. Nine Senators opposed the amendment. The bill needed 63 affirmative votes to pass.

A motion to reconsider the amendment at a subsequent Senate meeting met with approval. The bill has been included on the Senate's Feb. 6 agenda.

The Senate adjourned at 9:45 p.m. to allow its members to hear an address by President Richard M. Nixon.

In other business, the question of liability for lost or stolen University identification cards was answered by R. Peter Jackson, director of the Office of Student Records and Finance, who stated the University Counsel's office had made no determination regarding such liability.

In answer to a question requesting clarification of the University's Nov. 18, 1972 subpoena policy statement with regard to release of student academic, medical and disciplinary records, Jackson stated such records are considered University records and would be protected as such under Article 5, Section 1 of the Statement of Student Rights. The same principle, Jackson said, would also be applied to records of non-student members of the Cornell community.

ACADEMIC CALENDAR FOR 1974-75

| | |
|--|--------------------------|
| Registration, new students | Thursday, Aug. 29, 1974 |
| Registration, continuing and rejoining students | Friday, Aug. 30, 1974 |
| Fall term instruction begins | Monday, Sept. 2, 1974 |
| Instruction suspended for Thanksgiving Recess, 1:10 p.m. | Wednesday, Nov. 27, 1974 |
| Instruction Resumes | Monday, Dec. 2, 1974 |
| Fall term instruction ends, 1:10 p.m. | Saturday, Dec. 7, 1974 |
| First day final examinations | Friday, Dec. 13, 1974 |
| Last day final examinations | Saturday, Dec. 21, 1974 |
| Registration, new and rejoining students | Thursday, Jan. 23, 1975 |
| Registration, continuing students | Friday, Jan. 24, 1975 |
| Spring term instruction begins | Monday, Jan. 27, 1975 |
| Instruction suspended for Spring Recess, 1:10 p.m. | Saturday, March 22, 1975 |
| Instruction Resumes | Monday, March 31, 1975 |
| Spring term instruction ends, 1:10 p.m. | Saturday, May 10, 1975 |
| First day final examinations | Friday, May 16, 1975 |
| Last day final examinations | Wednesday, May 28, 1975 |
| Commencement Day | Monday, June 2, 1975 |

It is understood that the Dean of the Cornell Law School shall have authority to modify this calendar sufficiently to ensure that the Law School will meet the requirement of Rule IV of the Rules of the Court of Appeals of the State of New York for two terms of instruction of sixteen weeks each. Such change will apply to the Law School only.

North Campus Dining Area To Take Craft Shop Space

The University Board of Trustees has approved the conversion of space in the North Campus Union presently occupied by a craft shop to dining facilities for the Department of Housing and Dining.

The Trustees approved the conversion Jan. 28 at their meeting in New York City. The conversion is subject to approval by the New York State Dormitory Authority.

The space was originally intended as a dining and food service area, but was not

required for that purpose during the past two years, according to Arthur A. Jaeger, director of dining services. Increased demand for dining in the North Campus Union now necessitates use of the space, he said.

The Department of Dining Services plans to open the facility on June 28 for use by members of the University's contract dining plan.

Several alternatives are being studied for the relocation of the craft shop, said Parker P. Jenkins, building director of the North Campus Union.

CORNELL CHRONICLE

Published weekly and distributed free of charge to Cornell University faculty, students, staff and employees by the Office of Public Information, Arthur W. Brodeur, director. Mail subscriptions \$12 per year. Make checks payable to Cornell Chronicle. Editorial office 110 Day Hall, Ithaca, N.Y. 14850. Telephone 256-4206. Editor, Robert W. Smith. Managing editor, Kal M. Lindenberg. Photo editor, Russell C. Hamilton.



Trustees Vote Funds Requested by Senate

The University Board of Trustees Saturday approved eight program requests at a cost of some \$17,500. The requests were passed by the University Senate in December as part of the Senate's \$18.4 million 1973-74 Division of Campus Life budget.

The Board also approved the expenditure of an additional \$10,000 to increase the operating hours of the University Libraries.

Total cost of the new program requests was originally about \$28,000, but the Senate reduced the requested allocation to \$17,500 by transferring \$10,500 from the Department of Athletics and Physical Education budgets into new programs.

Four of the eight requests are included in the Office of the Dean of Students unrestricted budget. They call for establishment of a full-time position for a veteran's affairs specialist and for a part-time off-campus housing advisor, an increase in a 10-month counseling position from 3/4 to full-time, and a contribution to a staff salary in Mainline, a drug counseling program. The other approved requests call for development of an audio-tutorial program in the Reading-Study Center, strengthening women's career counseling in the Career Center, creation of an additional counseling position in the Guidance and Testing Center, and publication of two additional newsletters in the International Student Office.

Department Transferred

Cornell's Department of Transportation has been transferred to the Division of Campus Life, effective immediately, according to William D. Gurowitz, vice president for campus affairs.

Prior to the transfer, the department reported to Samuel A. Lawrence, vice president for administration.

The transfer was implemented to facilitate communication between the department and the University Senate, which has policy jurisdiction over parking and traffic on campus, Gurowitz said.

The department has been directed since its formation in 1971 by Lance W. Haus, former chairman of the Senate Subcommittee on Parking and Traffic and of the Board on Traffic Control.

At Trustee News Conference Money, Women Discussed

Money and women were the two major topics of discussion at a Sunday news conference in Statler Hall, following the meetings of the Executive Committee and the Cornell Board of Trustees last Thursday through Saturday in New York City. (Stories on various Board actions appear elsewhere in the Chronicle.)

Speaking for the Board were Trustees Charles E. Treman Jr. and Constance E. Cook. Other participants were David C. Knapp, acting provost, and Samuel A. Lawrence, vice president for administration.

Initial questions and comments focused on the University budgets, tuition and other income and University investments. Later, Mrs. Cook discussed the report of the Ad Hoc Trustee Committee on the Status of Women, which she chairs.

Treman, in commenting on the improved 1972-73 budget and the balanced budget for 1973-74, said this was "probably the most important item discussed" at the Board meeting.

Lawrence discussed the tuition increases for next year, noting that when the deficit elimination program began in 1971-72, tuition increases of \$200 per year in the endowed colleges were scheduled for the three-year period. He said the increase of \$180 for next year represented "a slight moderation in the plan that had been adopted three years ago." He also said that increases of approximately 6 per cent are in line with recommendations of the (Cranch) Committee on Long Range Financial Planning.

The rate of inflation is the biggest single factor in determining future tuition increases, Lawrence said, and that "the effort would be to try to hold tuition close to the rate of inflation, but ... if other income sources do not keep pace, then tuition is going to have to take a larger place."

Treman said the income the University had

received from Calspan Corporation is "very significant" in the budget picture, but "balancing the budget in the future is going to involve all types of income. If for any reason the gifts that come to the University ... should fall off, it would create a serious budgetary problem."

Lawrence said that the amount of income for 1973-74 estimated from the Calspan sale was almost \$900,000, or 20 per cent of the total income increase, which was built into next year's budget.

In commenting on the anticipated 8 per cent rise in dining charges, Lawrence observed that the Department of Dining Services anticipated another substantial deficit again this year and the price increases "are an effort to work out of that position." He said it was "self defeating" to raise prices to a level that drove students off campus to eat, but indicated that Cornell prices would still be competitive.

Treman said that at the Board meeting Jansen Noyes Jr., chairman of the Trustee Investment Committee, "verbalized in capsule form" the progress of Cornell investments. Treman said there had been "substantial" increases in endowment funds and an "encouraging" increase in the per share value to both endowment and capital funds.

Mrs. Cook stated that the report of the status of women committee to the Board had been unanimously endorsed by the Trustees. She said that the report did not set forth guidelines, but that it "is not customary for a Board to lay out procedures for an administration to follow." The University's "attempt is sincere" toward improving the status of women, Mrs. Cook felt, and that her committee might "go out of business" in June.

Knapp said that when vacancies occur in the central administration, search committees will seek out female as well as male candidates. There will be "greater emphasis" on finding women candidates, he said, rather than any change in policy.

"The system of recruiting faculty in the past has been such that it excluded women, not consciously perhaps, ... and we're actively working on different ways of recruiting faculty," Mrs. Cook said. "So far, the reception has been good."

"Our University is way ahead of others ... bad as it may seem to those of us who want change and want change fast, we're still way ahead," according to Mrs. Cook. "We have had women in important positions; we have women on the Board of Trustees and have for a long time; we've had women students; we've led in the field. We have a pool of women graduates that none of your other Ivy League Schools have. We're ahead ... and I think the Board was interested in using this to the University's own advantage and staying ahead."

It was announced at the time of the news conference that the report of the Ad Hoc Committee to Evaluate the Africana Studies and Research Center was not yet complete because not all supporting documents were available.

When asked about the verbal report made to the Board by the committee chairman, Lisle C. Carter, professor of public policy in the Graduate School of Business and Public Administration, Treman said Carter gave the Board some indication of what the committee's recommendations will be. Because the report is incomplete, Treman did not feel he should discuss it further. Copies of the report are expected to be available within the next two weeks.

Knapp, a member of the committee, said the committee's first time schedule has been to try to get a report ready last spring. However, because people on the committee had numerous other responsibilities, it has been difficult for the committee to work consistently on its task. "Nobody regrets the delay of the report more than the members of the committee," he said.

Chronicle

All items for publication in the Cornell Chronicle must be submitted to the Chronicle office, 110 Day Hall, by noon on the Monday preceding publication. Only typewritten information will be accepted.



CEASE FIRE — "The end of hostilities in Vietnam brings to the Cornell community a profound sense of relief. Now that the cancer of the Vietnam war appears to have been excised, the universities can direct their full attention to the basic goals of higher education in America." — Cornell President Dale R. Corson.

Trustees Take Note of Vietnam Truce

There were no marches, demonstrations or rallies on campus last Saturday when the Vietnam cease fire agreements were signed, but the Cornell Board of Trustees meeting in New York City took note of events in Paris.

The minutes of the Jan. 28 Board meeting include the following:

"Vietnam Cease Fire: On motion of Trustee (E. Howard) Molisani, it was voted by acclamation to take notice of the fact that, as the Board of Trustees was meeting to deal with the affairs of the University, Secretary of State William P.

Rogers (LLB '37) was meeting in Paris with representatives of other participants in the Vietnam war to sign long-awaited cease fire agreements. The most sincere hope was expressed that this very long and heart-rending conflict which had caused so much anguish on the Cornell Campus and other campuses across the nation was now at an end and that the Campus community could become reunited within itself and with the national community of which it is such a vital part."

Chronicle Comment

Chronicle Comment is a forum of opinion for the Cornell community. Comment may be addressed to Kal M. Lindenberg, managing editor, Chronicle, 110 Day Hall.

To Abolish the University Senate

Editor:

In the Jan. 23 issue of The Cornell Daily Sun, Professor Paul Hartman pleads for the continuation of the Senate. It is difficult to understand from Prof. Hartman's case why even he should wish the Senate to go on. The one indubitable accomplishment to which he can point after two full years of Senate activity is the abolition of the star on McGraw Tower at Christmastime! There is, to be sure, a new judicial system which is just as vulnerable as the old judicial system to the attacks of those who do not wish to be bound by it. If the new system is enforced, it will succeed; if the old system had been enforced it, too, would have been successful. This is hardly progress. Professor Hartman also pleads for the Senate as "at the very least, ... a forum for hot issues" but then admits its complete failure to deal with the "hot issue" of the seizure of Carpenter Hall. Finally, Prof. Hartman points with pride to the "distribution of some \$18-million affecting all aspects of student affairs." Nowhere does Prof. Hartman argue that these millions were distributed in a responsible manner or in a manner which serves the Cornell community best. The failure of the Senate to allot the monies cut from the Athletic budget to the library system to permit students to study, for example, would indicate that the Senate is insensitive to the real and primary needs of Cornell students.

Our call for a referendum and our desire to see the Senate discontinued does not originate with the cut in the budget of the Athletic department; this was merely the occasion for our taking action. Rather, we feel that the Senate is out of place in the Cornell scene, does far more harm than good, and fraudulently promises participatory democracy when it delivers partisan and elitist political programs. Each charge is easily substantiated.

Cornell is a university, not a political unit amenable to political regulation. The Senate rests upon the false premise that a university ought to be governed like a village or a city or a state. A civil community has no clearly defined goal, so it is right and proper that different interests

within the community compete in the political arena in order to achieve their specific aims. A university has the goal of educating its student members and this goal leaves no room for alternatives. When outside political considerations are introduced, they weaken the educational mission of the university. The cutback in funds for athletics well illustrates this effect. Plato long ago observed that athletics serves a vital educational purpose; that is why P.E. is required by the faculty for graduation from Cornell. Those of us who participate in intercollegiate sports feel that these sports are an important part of our education. To deny funds to athletics is to curtail our educational opportunities. And for what? to help Mainline. No one would argue that Mainline is not an important part of the larger community, but *it has nothing to do with the educational mission of Cornell!*

The lettuce episode is deplored even by Prof. Hartman but we do not feel that this was an aberration. It is a natural consequence of the intrusion of a political body, the Senate, into the university. Senators have been and will constantly be tempted to use some of that \$18 million for a pet project relating to some current fad or fashion. The next time, the legislature and the alumni may not be so understanding and Cornell may feel the full force of their displeasure.

The Senate is not and cannot be a truly representative body for it can never properly represent those people who came to Cornell to receive an education. These students will be spending their time studying and will not be able to devote the many hours

that are required to the Senate. Therefore, the Senate has been and will continue to be in the hands of those to whom study is of secondary importance. They have used and will continue to use the Senate as an instrument for achieving their goals, which are not properly the goals of the university. Furthermore, they will continue to exercise their considerable powers without ever having to account to anyone. The essence of democracy is responsibility and Cornell student senators are responsible to no one. They never have to face a hostile electorate or explain their votes or do any of the thousand things that are commonplace for true representatives of the people. To crown it all is the melancholy story of poor attendance; the need from time to time to work without a quorum. In short the Senate does not believe in itself.

We feel that the Senate has been misrepresented as a representative body and maintain that by its very constitution, it is incapable of being "reformed" into such a body. We feel that the Senate is unnecessary. The decisions required to preserve Cornell as an educational establishment of the first rank can and ought to be made by a faculty and administration sensitive to the educational needs of students but confident of their professional ability to provide a rich educational experience for Cornell students. If you feel as we do, we urge you to demand that the Senate allow you to vote on whether the Senate should be continued or discontinued. And then, we urge you to vote that the Senate be discontinued.

Roger London, Arts '73
Daniel Malone, Arts '75

Senate's Accomplishments Viewed

Editor:

We are writing this letter in response to the letters of Dan Malone and Roger London that have appeared in The Cornell Daily Sun and the Cornell Chronicle and in response to the petition asking for a referendum on the continuation of the University Senate. There is a need for the Senate as the following facts will demonstrate. Let's turn to them:

The Senate, for example, has rewritten the entire judicial system, making it the most progressive judicial system in a university in this country. Prior to the Senate, the judicial boards were appointed by the President and the judicial administrator functioned as prosecutor, judge and counsel for the defense. Now, the judicial boards, appointed by the Senate, act as

judge and jury; the judicial administrator acts as prosecutor, and the judicial advisor acts as counsel for the defense. The Senate has written into the system many due process guarantees that have heretofore not been applied to an administrative proceeding, thus protecting the rights of Cornell students to a much greater degree than before. Would you want control of this system returned to the faculty and to the administration? We think not.

The Senate is also responsible for the introduction of the early start-early finish calendar. If there had never been a Senate, we would still be coming back after Christmas to take final exams.

The Senate has policy control over the Division of Campus Life. It has twice reviewed the budget.

Athletics Discussed

Editor:

During the past semester, various aspects of Cornell's athletic program have appeared in the news: the perennial problem of obtaining hockey tickets, the physical education requirement, and the athletic budget debate in the Senate. There was, however, no published discussion of the basic purpose of the athletic program, although agreement on that question would seem to be essential in deciding on the size of a budget or who shall be required to participate.

Athletics are without question a serious matter, if only because they involve large sums of money and significant numbers of students. (The proposed campus life budget provided a university subsidy of \$1,310,100 beyond revenues of \$765,000. See items 9 and 19, Chronicle, Dec. 14, p.7) How does this major activity fit into the program of the university as a whole? Cornell exists as an institution, to put it very briefly, to make possible the teaching and research functions carried on by the academic departments. To varying degrees different departments emphasize training for specific careers, or more general intellectual development through the study of the different academic disciplines. A similar diversity of approach is evident in research activities. Where does athletics fit in? The purpose of the athletic program is not the training of professional athletes or physical education teachers. It is not part of general intellectual training or academic research. The athletic program is therefore not one of the things for which the University exists. Of course this does not mean that it is not worthwhile or possible even essential. Cornell does not exist for the sake of the heating plant or the Gannett Clinic, but we need them all the same. The function of those operations is self-evident. What of athletics?

First of all athletic activity contributes to the physical health of those regularly involved, both during college years, and if the habit of participation is well-established, for many years thereafter. Sports can also provide an opportunity to release psychological tension. Teams provide comradeship and a sense of achievement through cooperative action, and so forth. The benefits of an athletic program are clearly substantial, and few would question them.

The crucial point about the relationship of athletics to the University program as a whole is that those who benefit from it, are those who participate in it, *and they alone*. Therefore to maximize the value of an athletic program participation should be maximized. Furthermore, since the benefits derived are as great for the untalented as for the talented, it follows that the greatest possible participation by all students, skilled and unskilled, male and female, graduate and undergraduate, faculty and staff as well, should be the goal of athletics at Cornell. The pudgy professor and the flabby student gain as much or more from involvement as the lean and agile athlete, therefore all regular participants should have equal access to facilities, equipment and staff time. This means, for example, that the poorest female hockey players and the men's varsity should have equal rights to ice time, equipment, coaching. Another clear corollary is that since only the participant benefits from sporting activity, it is a grotesque distortion of priorities to give skilled athletes free meals or any other special privileges.

My assertion that only individual participants benefit from athletics will certainly be contested but I am utterly convinced that it is true. The success of the academic department's efforts in teaching and research, for which the University exists, is simply not affected by the success, failure or even the existence of, for example, the hockey team. The audience at a game enjoys the excitement, but surely the provision of semi-professional sports entertainment for the local community is not one of the proper goals of the University. Finally it will be said that that the alumni will not support the University if it does not have the traditional varsity contests with the familiar rivals. It may be so, but I believe that the alumni will support Cornell if they believe it is doing the right thing. It is our job to convince them that the success of an athletic program is not to be measured by the number of times a specially selected group of male undergraduates win games against comperable groups from other schools, but by the total benefits derived by the student body as a whole.

Walter M. Pintner,
Department of History



Some of you may criticize the Senate's \$16,000 cut in Athletics. What you may not
Continued on Page 5

Chronicle Interview: Corson Discusses the Senate

The forthcoming University Senate elections prompted Cornell Chronicle to ask University President Dale R. Corson his views on the Senate and the major issues surrounding it. The interview follows:

Chronicle: How do you view the Senate's usefulness in the governance of the University?

Corson: At this particular time in the history of the University, it is essential that the community participate in policy decisions which affect the lives of the members of the community. It is essential to have a place where various constituencies in the University can bring their problems, have them heard and get decisions.

Chronicle: What do you consider to be the major legislative accomplishments of the Senate to date?

Corson: Let me cite first the campus judicial system which seems to me to be a vast improvement, both in the simplified nature of the system and in the streamlining of its operation, over the system we had prior to the Senate's activity. The setting of the Campus Life budgets which involves planning the use and expenditure of nearly 20 million dollars is obviously a major item of importance in the operation of the University. The Senate has responsibility for the calendar, which affects all of us. The various recommendatory pieces of legislation the Senate has enacted are taken seriously and have been acted on. Let me cite, for example, the resolution on day care, the WHCU resolution, the student loan program where we had a Nobel Prize-winning physicist, Professor Hans Bethe, sitting down with a group of other members of the Senate and particularly with Mr. Jeffrey Ross, who is a



Dale R. Corson

student, in developing recommendations for a loan program which has been studied extensively and which, at least in modified form, will be put into effect.

Chronicle: Do you believe the Senate serves an important communications function for the University community?

Corson: It certainly does. The Senate provides a forum, as I mentioned before, where the various constituencies can come together to debate problems, to bring problems, to get them discussed and to get action. There's no other place in the University where this kind of communication can take place.

Chronicle: Has any thought been given to expanding the responsibilities of the Senate beyond the area of Campus Life?

Corson: I know of none. The Senate

does have some responsibilities that go beyond what is strictly Campus Life. For example, it was charged with a certain responsibility in the area of academic innovation and it does have an agency for innovative education which held a conference a few months ago on academic innovation. While I know of no activity to expand the responsibility of the Senate, I do know that the Senate is concerned about simplifying its own structure and its own operating procedures.

Chronicle: Do you agree that there is a problem of a lack of faculty interest in the Senate?

Corson: Yes, this is a problem which concerns me greatly. I think the problem has to do with the tremendous amounts of time which faculty members, those who have created the Senate and those who have made it work during the first three years of its life, spend on Senate activities. The faculty is reluctant to commit this amount of time. It takes time away from their other activities. In fact, faculty members are not always sure that the contribution that they're making to University life and to the Senate are recognized in their own departments or in their own colleges as other kinds of University committee activity would be.

Chronicle: What is your view of the petition calling for the abolition of the Senate?

Corson: I regret that there is a move to abolish the Senate. The administration and the Board of Trustees are committed to the Senate. They believe that the Senate's accomplishments are real and important and that it is essential that we make it work.

Chronicle: Do you agree with the charge that the Senate is not truly

representative of its constituencies?

Corson: The Senate is constructed to be representative. The constituencies are defined to insure a representative nature. If the Senate is not representative, it can be only because of two problems, in my opinion. The first is in the selection of the candidates to run for election and the second is in getting out the vote to vote for candidates which would insure a representative Senate. In either of these problems it seems to me that it is up to the constituencies to be active to get out candidates which represent the various points of view. If the constituencies do work in this fashion, I don't see how the Senate can help but be representative.

Chronicle: If a referendum were placed before the University community and it received a majority vote in favor of abolition of the Senate, what would happen then?

Corson: I suppose it would be up to the Trustees to decide what to do. They created the Senate in the first place through their enabling legislation. If there were a move to abolish the Senate, it seems to me that only the Board of Trustees could do that. It means that many things which have now been put in place and which are operational with the Senate structure as it is, these things would have to be redone, and managed in some other fashion. This is not a comfortable prospect for me to contemplate.

Chronicle: As you have indicated, the Senate requires considerable time for many people and it requires budgetary support. Do you feel the Senate has been worth this kind of input?

Corson: Absolutely.

Senate Defended as Necessary

Editor:

The stand taken by Roger London and Dan Malone is based on inherently false principles. They promulgate a concept which is anathema to any intellectual community — that is, that it is not a community.

The crux of their argument rests in the statement that "Cornell is a university, not a political unit" and therefor has no place for a legislative body similar to that of a municipality or state. That would be true if the mission of the University was, as they state, solely "educating its student members."

But Cornell is much more than an educational factory — it is a community of 25,000 people. It does control itself, as does any municipality or state with a judicial system. It does offer non-educational services based on community needs and desires, such as housing, University Unions, museums and traffic control. It is a community — and as such it requires a political (in the best sense of the word) governing body, such as the Senate.

The Senate's powers lie just in those areas that the Cornell Community must govern itself. The mission of the University is more than simply teaching students; it also involves having

an arena for personal interaction, the definition of a community. The Senate does have a proper role at Cornell; we have the Senate because the Trustees recognize the propriety of that role.

If, as London and Malone state, Mainline has nothing to do with the educational mission of Cornell, then neither do the Office of the Dean of Students, University Unions, Dining, Housing, the Traffic Bureau, the campus judicial system or intercollegiate and intramural athletics — all components of the Division of Campus Life. We would then have no Cornell Community, no need for the Senate, no great University

above Cayuga's waters.

The Senate has not destroyed athletics; it has not prevented Roger and Dan from participating in the sports which are an important part of their education. But the Senate has correctly and wisely used its power to keep alive Mainline, which may be just as much a part of someone else's education.

If anyone doesn't wish to have a body that is necessary for the life of a University, he can vote to abolish the Senate. We won't join the silent majority that doesn't care for the protection of its own community.

Harry Solomon Arts '75
Neal Haber ILR '75

Accomplishments

Continued from Page 4

realize is that this cut is not even one per cent of their budget and it will not have a significant effect on their operations. The Senate has used that money for some of the counseling services mentioned above and for increasing the Women's Athletics budget. It is the job of the Senate to set priorities. The Senate has done that. Do not forget that last year, the Senate added \$3,000 to Women's Athletics, increasing the over all

athletics budget from what the administration had recommended. If you do not agree with the Senate's priorities, run for the Senate or get someone to run who agrees with you in order that you may change these priorities.

Do you want the Senate? Consider the alternatives. Decisions would be made by administrative fiat or decision of the Faculty Council of Representatives or dictate of the Board of Trustees. We believe

On A.D. White House

Renovations to Begin

The Cornell Board of Trustees has allocated \$170,000 for renovation of the Andrew Dickson White House as a center for various activities in the humanities at Cornell, including the Society for the Humanities.

The Board voted the allocation at its regular meeting in New York City Jan. 27.

The renovation work is expected to start early this spring, after the building is vacated as the University's art museum. The museum's collections and administrative materials are expected to be moved in March to the nearly completed \$5 million Herbert F. Johnson Art Museum at the northwest corner of the Arts Quadrangle.

According to David C. Knapp, acting provost, the renovations will include a substantial amount of work on the heating, plumbing and electrical systems of the century-old mansion.

In order to serve as a focal point for the humanities on campus, he said, the White house will be rearranged into a number of seminar rooms, a guest suite for visiting lecturers, study offices and administrative offices.

Included will be offices for Henry Guerlac, director of the Society for the Humanities and Alain Sez nec, associate dean of the College of Arts and Sciences, who serves as special advisor on the humanities to the provost.

The work is expected to be completed by September.

that the decisions enumerated above as well as a myriad of other areas of Senate competence are better made by having meaningful student input. We think that to abolish the Senate is a step back, and we believe that you will, upon reflection, agree.

Eliot Greenwald,
undergraduate member,
executive committee,
Cornell University Senate
Raymond Minella,
graduate member,
executive committee,
Cornell University Senate

To Pick Grad Dean Search Group Named

University President Dale R. Corson has announced the names of an 11-member committee to search for a new dean of the Cornell Graduate School.

He asked that the committee make its recommendations to him as soon as possible but in any case no later than mid-May.

The committee will seek a successor to W. Donald Cooke, who announced earlier this month his intention to resign as dean, a post he has held since 1964. Cooke, however, will continue his other administrative capacity as vice president for research. He will also continue to teach in the Department of Chemistry of the College of Arts and Science.

In his charge to the committee, which will be headed by Acting Provost David C. Knapp, Corson said, "The Cornell Graduate School has a unique character which has contributed greatly to the quality of the University. The selection of a new dean to carry on this tradition during a period of travail for graduate education in this country is a particularly important task."

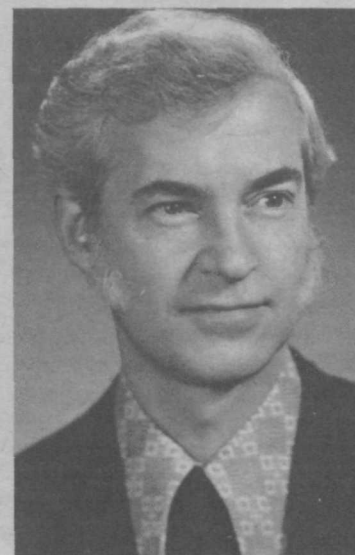
Serving on the committee will be Alice Colby, associate professor of French; Lester F. Eastman, professor of electrical engineering; Douglas B. Fitchen, professor of physics; William Hansel, professor of animal science; Raymond C. Loehr, professor of agricultural engineering; Philip J. McCarthy, professor of economic and social statistics; Anne McIntyre, assistant professor, human development and family studies; Jason L. Seley, chairman, art; David B. Wilson, assistant professor, biochemistry and molecular biology, and Frank W. Young, professor of rural sociology.

Douglas A. Lancaster Appointed Laboratory of Ornithology Head

Douglas A. Lancaster has been elected director of Cornell University's Laboratory of Ornithology for a three-year term effective July 1, 1973. The action came at the regular meeting of Cornell's Board of Trustees Jan. 28 in New York City.

Lancaster, assistant director of the laboratory since 1964, will devote his time to a program of development which, he said, will increase the laboratory's income and make possible the expansion of educational and research programs. He succeeds Olin Sewall Pettingill Jr., who will retire in June after serving as laboratory director for 12 years.

A native of Fargo, M.D., Lancaster received his bachelor's degree in zoology from Carleton College in Minnesota in 1950. After four years of service in the U.S. Air Force, he undertook graduate study at Louisiana State University, where he earned his doctorate in zoology



Douglas A. Lancaster

in 1960. Lancaster also studied for three summers (1956, 1957, 1959) at the University of Michigan Biological Station.

Lancaster's major professional interest is the ornithology of the neotropics — South America,

the West Indies and tropical North America. He is an authority on the biology of Tinamous, having spent over a year in British Honduras and 10 months in northern Argentina to study these ground-dwelling birds. His doctoral thesis dealt with the behavior of Boucard's Tinamous in the breeding season.

Field work has also taken Lancaster to Mexico, where he collected birds for the Chicago Museum of Natural History (1950), and to southern Colombia, where he studied the breeding behavior, growth and development and breeding ecology of Cattle Egrets (1968-69).

Before coming to Cornell, Lancaster was an assistant professor at Northwestern State College of Louisiana (1960 to 1962) and research fellow at the American Museum of Natural History in New York City (1962 to 1964).

He received the Marcia B. Tucker Ornithological Award from the American Ornithologists' Union in 1957, a National Science Foundation (NSF) cooperative fellowship in 1959, and a two-year Frank M. Chapman post-doctoral fellowship in 1962.

Under the auspices of the Rockefeller Foundation, Lancaster traveled to Cali, Colombia as a visiting professor to assess the biology program at the Universidad del Valle (1968-69).

Lancaster is the author of numerous articles in ornithological journals and the Encyclopedia Britannica, and has contributed ornithological terms to the American Heritage Dictionary. He has served as co-editor, with Pettingill, of the laboratory's quarterly newsletter and yearly journal, "The Living Bird."

During his tenure at the University, Lancaster has seen the realization of one of his major goals — the development of a working library for staff and students, which has been incorporated into the Cornell Libraries.

Senate to Choose

3 Trustee-at-Large Candidates Named

Three nominees for the position of Cornell Trustee-at-large to be elected by the University Senate were recently announced by J. Robert Cooke, chairman of the Senate search committee responsible for nominations.

The nominees are: James L. Gibbs Jr., dean of undergraduate studies at Stanford University, Gail Thain Parker, president of Bennington College, and E. Travis York Jr., vice president for agricultural affairs at the University of Florida.

Senate election of Trustees-at-large is outlined in Article III of the Senate's constitution, which states the Senate may elect up to four Trustees from outside the University for terms of four years each. Names of the candidates, which must be made public two weeks prior to the election, were read to the Senate by speaker Mary Beth Norton on Jan. 23.

Desdemona P. Jacobs, a counselor at Boynton Junior High School, and Glenn W. Ferguson, president of Clark University, were elected Trustees in 1971 and 1972 respectively.

Gibbs, who was appointed dean of Stanford's undergraduate studies in 1970, joined the faculty in 1966 as associate professor of anthropology. Prior to that he taught at Harvard University and the University of Minnesota, where he received a distinguished teacher award. In 1970, Gibbs was a recipient of the Danforth Foundation's E. Harris Harbison Prize for Gifted Teaching, and in 1969-70 was a Fellow of the Center for Advanced Study in the Behavioral Sciences.

Gibbs' special fields within anthropology are African ethnology, psychological anthropology and the anthropology of law. Author of numerous articles, Gibbs is also editor and contributor to "Peoples of Africa," (1965), and is co-producer and co-director of a prize-winning documentary film, "The Cows of Dolo Ken Paye" on the Kpelle peoples of Liberia, among whom he has conducted extensive field research.

Active in numerous civic, academic and professional groups, Gibbs has been a member of the Executive Board of the American Anthropological Association, the

Board of Directors of the Urban League of Minneapolis and of the Minnesota State Commission Against Discrimination. He is currently a member of the Mills College (Oakland, Calif.) Board of Trustees, and the West Coast Advisory Board of the Institute of International Education, among others.

Gibbs was elected to the Faculty Senate and to the Advisory Council to the Dean of the College of Liberal Arts at Minnesota. At Stanford he was elected a member of the first Senate of the Academic Council.

Gibbs attended public schools in Ithaca. He earned his bachelor of arts degree in anthropology and sociology from Cornell in 1952 and his doctor of philosophy degree in social anthropology from Harvard in 1961.

Ms. Parker assumed the presidency of Bennington in 1972 at the age of 29.

Prior to becoming president, she taught history and literature at Harvard for three years as an assistant professor. From 1965 to 1969, Ms. Parker was a teaching fellow at Harvard, where she earned her doctor of philosophy degree in the history of American civilization in 1969. She earned her undergraduate degree summa cum laude from Radcliffe College in 1964.

Author of several historical articles and articles on women and the feminist movement in the nineteenth century, Ms. Parker also authored two books published in 1972: "The Oven Birds: American Women on Womanhood, 1820-1920," and "Mind Cure in New England from the Civil War to World War I."

York has been with the University of Florida in Gainesville since 1963, first as provost, and presently as vice president for agricultural affairs. Concerned with the world's food supply, York has traveled widely and served on numerous national and international advisory committees. While at Gainesville, the Institute of Food and Agricultural Sciences and the Center for Tropical Agriculture were created under his leadership.

He has served as chairman of the Division of Agriculture and as member of the Executive Committee of the National Association of State Universities and Land-Grant Colleges. His current memberships

and offices include member at large of the National Council of Boy Scouts of America, member of Board of Trustees and Executive Committee of the National 4H Foundation, and member of the American Council on Education Committee on Sponsored Projects.

While serving on the faculty of North Carolina State University he was designated by students as an "Outstanding Teacher" and served as head of the Agronomy Department. York has also held a position with the American Potash Institute, was director of the Cooperative Extension Service at Auburn University and in 1961 became Administrator of the Federal Extension Service, United State Department of Agriculture.

York is author of over 100 papers and technical journals, books and popular publications. In 1959 he was elected a Fellow in the American Association for the Advancement of Science, and in 1960 was elected a Fellow in the American Society of Agronomy.

He earned his bachelor and master of science degrees from Auburn in 1942 and 1946, respectively, and his Ph.D. from Cornell in agronomy in 1949.

Senate Election Coming

All candidates running for election to the fourth Cornell University Senate must return their completed nomination petitions to the Senate office, 133 Day Hall, by 5 p.m. Thursday, Feb. 8.

A total of 136 seats for voting Senators will be open in the election contest, to be held the latter half of February.

All undergraduates will cast their ballots at any one of 11 campus polling places on Feb. 20 and 21, according to Kay R. Hanna, Senate administrator. Undergraduates must present Cornell student identification cards, validated for the spring semester, 1973, to be eligible to vote. The League of Women Voters will be responsible for manning the polling places.

All graduate and professional students, including those in the Law School, the Graduate School of Business and Public Administration, and the New York State Veterinary College, will receive ballots mailed from the Senate office Feb. 22.

Staff and faculty will also receive ballots mailed Feb. 22.

All mail ballots must be returned to the Senate office by 5 p.m., March 2.

75-Degree Weather ... Inside the Greenhouse



Episcia 'cygnet'

Despite the recent snow and sub-freezing temperatures, a jungle is thriving in a pleasant 75-degree atmosphere inside the conservatory of the L. H. Bailey Hortorium on Tower Road. According to David M. Bates, director, the elaborate greenhouse serves a triple function. It houses some 1,500 species of plants used in research projects by individual faculty members in the Department of Plant Science and for the department-wide study of plant taxonomy. The conservatory is used as a teaching aid for courses such as vegetable crops and floriculture and ornamental horticulture. In addition to the teaching and research missions, the conservatory is a tourist attraction. Interested individuals, garden clubs, school groups and Cornellians are welcome to wander through any day of the week.



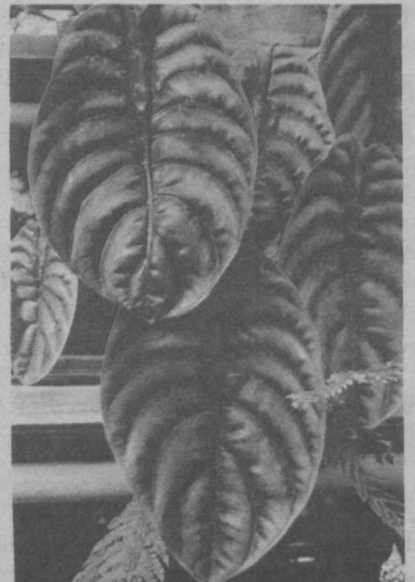
Dendrobium bigibbum



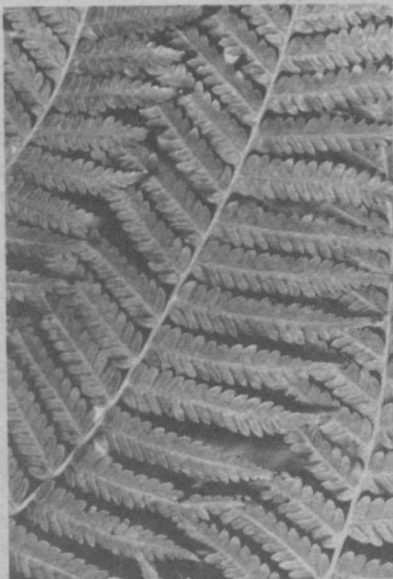
Begonia



David M. Bates



Alocasia cuproea



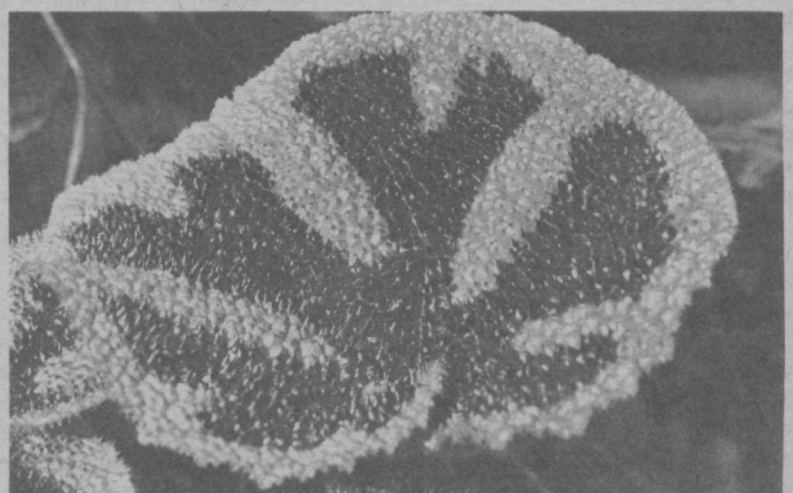
Tree Fern



Hybrid Cattleya



Lipstick Plant



Iron Cross

Board of Trustees Endorses Statement

The Cornell Board of Trustees, meeting in New York City Jan. 27, endorsed a policy statement on the employment and advancement of women in Cornell's academic and administrative positions.

The six-member ad hoc Trustee Committee on the Status of Women, chaired by Constance E. Cook, presented a policy statement to the Board last October as part of the committee's interim report. The Board postponed a decision on the policy statement at that time. (The interim report and the Board's statement appear below.)

The committee was charged by President Dale R. Corson in February, 1972 "to study the status of women students, faculty members and employees at Cornell University and to make appropriate recommendations concerning that status."

In the statement, the Board declared that "increased efforts must be made to increase the number of women faculty members and administrators" and that Cornell should "maintain its educational leadership by seeking to develop greater opportunities for women as top level administrators in the colleges and in the central administration, as well as members of all faculties."

The Board statement also called on the University to mark the centennial of the first Cornell degree awarded to a woman with "a University function of an educational nature" during the academic year 1973-74.

The Board concluded its statement by acknowledging "the vital work of the committee to date" and by urging "the committee to continue its study of the status of women at Cornell, including matters relating to non-administrative women employees and to women students."

The Board called for increased numbers of women faculty members and administrators "out of a sense of justice and humanity as well as our own special commitment to Cornell's long-standing role as a leader in the field of higher education. Such efforts will also be consistent with the University's need to comply with federal and state laws on equal opportunity for employment."

Greater top level, central administrative faculty opportunities for women were endorsed "in order to: guarantee that Cornell will have the highest quality of faculty an administration, regardless of sex; enrich its academic offerings; provide role models for students; adapt its structure and curriculum to changing requirements; improve its competitive edge with other institutions; enhance its ability to obtain public and private funds; and redeem its investment in the education of women."

The Board also emphasized that "although this resolution is limited to the problems relating to women, as is the work of the committee, it is not intended to imply any lack of concern for employment and advancement of minority group members."

The Board of Trustees' recommendations were based on material presented in the committee's interim report. The report stated, and the policy statement reiterated, among other findings, that the University has no women in the higher levels of its central administration and that "a marked imbalance" exists between the number of women and men employed on the faculty and in administrative positions on the Ithaca campus.

The report and policy statement also stated that women comprise 7 per cent of the Cornell faculty and that the number of faculty women has remained at 107 for the past three academic years. Women comprise only 3.4 per cent of the full professors contrasted with 11.2 per cent of the assistant professors.

Half of the faculty women are in the New York State College of Human Ecology. Six of Cornell's 14 colleges have only one or two women faculty members, and some schools, such as the Law School and the Graduate School of Business and Public Administration, have none, the report said.

"We can see from these figures," the report states, "that not only was there a lack of women in the past, the situation exists today — despite Affirmative Action — unchanged."

In the top levels of central administration, "the President, the Provost, the Vice Presidents and the Vice Provosts are all men. The heads of the President's staff are all men. All of the academic deans, except for the Dean of Nursing in New York City, are men. The Directors of Services answering to the Vice President for Administration are all men."



Constance E. Cook

Of the 60 active members of the Board of Trustees, only four are women, as are only five of the 100-member Faculty Council of Representatives.

Despite some gains in the status of women at Cornell "there has been no net gain of women on the University faculty or in administrative positions," according to the report, which contains a review of progress in the status of women made since May, 1972.

The Trustee committee will continue its study of the status of Cornell women by holding an open hearing on that topic for persons concerned with women students and non-academic employees. The hearing is scheduled for 2:30 p.m. to 6 p.m. Thursday, Feb. 8, in the North Room, Willard Straight Hall.

Trustee Statement

The Cornell University Board of Trustees has received the interim report of its committee on the status of women. This report, which centers on the employment and advancement of women in academic and administrative positions, notes that there has been progress in a number of areas within the University in terms of the status of women at Cornell over the past year. The committee reported, however, that there is a marked imbalance between the number of women and men employed on the faculty and in administrative positions by the University on the Ithaca campus. This fall (academic year 1972-73) out of 1,453 persons having faculty status, 107 are women. Fifty-two of the 107 are in the College of Human Ecology. Furthermore, there were only 107 women on the faculty during the years 1970-71 and 1971-72. The committee also reported that there were no women in the higher levels of central University administration.

The Board agrees with the committee's conclusion that increased efforts must be made to increase the number of women faculty members and administrators out of a sense of justice and humanity as well as our own special commitment to Cornell's long-standing role as a leader in the field of higher education. Such efforts will also be consistent with the University's need to comply with federal and state laws on equal opportunity for employment.

The Board accepts the committee's position that Cornell maintain its educational leadership by seeking to develop greater opportunities for women as top level administrators in the colleges and in the central administrations, as well as members of all faculties in order to: guarantee that Cornell will have the highest quality of faculty and administration, regardless of sex; enrich its academic offerings; provide role models for students; adapt its structure and curriculum to changing

requirements; improve its competitive edge with other institutions; enhance its ability to obtain public and private funds; and redeem its investment in the education of women.

Such a commitment will enable the University to work for the development of a new human awareness in which people can live and work together in an atmosphere of increased trust and respect, conditions much needed in our society today. Although this resolution is limited to problems relating to women, as is the work of the committee, it is not intended to imply any lack of concern for employment and advancement of other minority group members.

The Board concurs with the recommendation of the committee that because June, 1973 marks the centennial of the first Cornell degree to a woman, it is appropriate that recognition of this event be made in connection with a University function of an educational nature in the calendar year of 1973.

Finally, the Board acknowledges the vital work of the committee to date and urges the committee to continue its study of the status of women at Cornell, including matters relating to non-administrative women employees and to women students.

Committee Report

Interim Report by Constance E. Cook, Chairman

The Committee on the Status of Women was appointed pursuant to a Resolution of the Board of Trustees adopted January 22, 1972. The Charge to the Committee stated by President Corson February 11, 1972 was as follows:

"To study the status of women students, faculty members and employees at Cornell University and to make appropriate recommendations concerning that status."

The Members of the Committee are: Constance E. Cook, chairman; Patricia Carry; Paul Olum; Jacob Sheinkman; Desdemona Jacobs; Adele Rogers (ex officio); with Vice Provost Risley as secretary to the Committee.

I. Review of Progress Since May 25, 1972

Since my preliminary report in May, there has been progress of several kinds in the Status of Women at Cornell:

1. The Women's Studies Program has been reorganized as a part of the College of Arts and Sciences. This term four courses are being offered. More are planned for the Spring term. Already the program is drawing together faculty interested in women's studies.

2. The Provost's Advisory Committee on the Status of Women has been reorganized and its representation broadened to include faculty, students and employees. It has been given autonomy with authority to elect a Chairman and call its own meetings. In addition its Chairman has been appointed as liaison with the Trustees' Committee on the Status of Women and has been invited to sit in on meetings of the University Personnel and Planning Board.

3. The Benefit Program has been extended to part-time employees who work twenty hours or more per week. Benefits included are vacation, sick leave, disability benefits, maternity leave, the contributory and non-contributory retirement plans, group life insurance, group health insurance and the Children's tuition scholarship plan.

4. The maternity leave policy has been clarified at Cornell. It now complies with the new federal law.

5. The Executive Committee has given its approval to the plan to permit professional personnel, for example, Lecturers and Counselors (a substantial number of whom are women) to be named voting or non-voting faculty at the discretion of the individual colleges.

6. The Cranch Committee Report included recommendations for part-time professorships and stretched out time-to-tenure.

7. There are a growing number of women in the Big Red Band — at least 25 per cent by now.

8. Women are now eligible for the Glee Club provided they can sing male parts.

9. Improved representation of women on committees is evidenced by the addition of two women to the Search Committee for the Dean of the Law School.

10. The part-time degree program in the Arts College (put in motion prior to my last report) is assisting women, particularly faculty wives to obtain degrees.

on Employment, Advancement of Women

11. The number of women employed as Lecturers and Instructors has increased from 80 (Spring 72) to 102 (Fall 72). This is significant if it indicates a bona fide admission of women to career ladder status. We have not yet analysed this important group to determine whether the additional lecturerships indicate an advance or are the result of an economy move. Furthermore, the number of Research Associate positions held by women has shown noticeable decline:

| | | |
|------------|-------|---------------|
| Fall '69 | 79 or | 29 Per Cent |
| Spring '72 | 40 or | 18 Per Cent |
| Fall '72 | 31 or | 12.4 Per Cent |

12. The University was represented at the American Council of Education Conference on Women in Higher Education in Miami this fall by Vice Provost Risley.

The Committee's Activities over the summer have fallen into two categories, one of continuing the search for facts and the other of developing a Statement of Policy to be presented to the Board at this meeting.

Over the summer, I met with the old Provost's Committee on the Status of Women, with the few administrative women I could identify, and with President Corson.

Research of sorts by volunteers is being carried out on proposals from other institutions of higher learning and organizations as to means of improving the status of women at universities. We are also trying to elaborate on how women on the faculty would improve the academic quality of the University.

The Committee has met twice to discuss and develop the proposed Statement of Policy on the Employment and Advancement of Women in Academic and Administrative Positions.

II. Analysis of the Number of Women on the Faculty and in the Administration

Ever since the opening of Sage College in 1872, Cornell University has been open to women students. But has it been open to women on its faculty and in its upper levels of administration? Statistics from the Personnel Office show that there is a marked imbalance in male-female ratios at the University. In January, 1971, President Dale R. Corson explained the Affirmative Action Program for the University as one which "means positive steps to seek out, hire and upgrade minority group members and women." In making this statement, he charged the faculty to assist the University in meeting its obligation of affirmative action, an obligation which arose, he said, "both from law and our own desire." Now, a year and a half after the initiation of this program, we need to examine where our steps have taken us.

Since the charge to this committee related only to women, we have gathered no information relating to minority group employment, a subject of vital concern to all of us. This committee has only requested statistics on numbers of women compared to men in faculty positions, in upper level administrative positions and on some University policy-making committees.

For the purpose of this report, the term "faculty member" refers to Professors, Associate Professors, and Assistant Professors. Titles including the words "Adjunct," "Visiting," "Acting," "Emeritus," or "Deputy" Professor were excluded as were lecturers, instructors, research associates and extension associates. In 1970-71, there were 107 women professors, associate and assistant professors at the Ithaca campus of the University. For the academic year of 1971-72, there were again 107 faculty women. And, for the fall of 1972, there are 107 ... again.

| WOMEN PROFESSORS FOR THE ACADEMIC YEARS: | | | |
|--|---------|---------|----------------|
| | 1970-71 | 1971-72 | 1972-73 (fall) |
| Professor | 22 | 24 | 23 |
| Associate | 39 | 42 | 40 |
| Assistant | 46 | 41 | 44 |
| TOTAL | 107 | 107 | 107 |

This is not to say that there have been no changes — women have been hired or promoted, but women have also left. This fall, there are 23 full professors, 1 more than in 1970-71; 40 associate professors, 1 more than in 1970-71; and 44 assistant professors, two less than in previous years.

The percentages tell another interesting story. Women account for 713 per cent of the faculty this fall. Only 3.4 per cent of the full professors are women — yet 10.4 per

cent of the associate professors and 1.2 per cent of the assistant professors are women. So, even within the esteemed rank of a faculty member, where do we find most of the women? At the bottom.

| CORNELL UNIVERSITY FACULTY | | | | |
|----------------------------|------|--------|-------|------------------|
| August 1, 1972 | | | | |
| | MALE | FEMALE | TOTAL | PERCENT FEMALE |
| Professor | 651 | 23 | 674 | 03.4% |
| Associate | 346 | 40 | 386 | 10.4% |
| Assistant | 349 | 44 | 393 | 11.2% |
| TOTAL | 1346 | 107 | 1453 | 07.3% (107/1453) |

And to make the picture even more gloomy, if we analyse the University by colleges, we find that 50.4 per cent of the female faculty are in one College, the College of Human Ecology. The proportion of women to men is decreasing there. The College's Annual Report for 1962 shows 17 men and 88 women, for 1967 — 25 men and 83 women and for 1972, 39 men and 56 women.

Six schools have only one or two women on their faculties, and some schools, Law and Business & Public Administration, have none.

| CORNELL FACULTY WOMEN: THREE YEARS COMPARED | | | |
|---|----------------|---------|---------|
| UNIT | Academic Year: | | |
| | 1970-71 | 1971-72 | 1972-73 |
| Africana Studies & Research | 0 | 1 | 1 |
| Agriculture & Life Sciences | 5 | 5 | 8 |
| Architecture, Art | 1 | 1 | 1 |
| Arts & Sciences | 20 | 23 | 27 |
| Biological Sciences | 4 | 5 | |
| Business & Public Admin. | 0 | 0 | 0 |
| Clinic | 4 | 3 | 3 |
| Cooperative Extension | 7 | 7 | 7 |
| Engineering | 2 | 1 | 1 |
| Hotel Administration | 3 | 3 | 1 |
| Industrial & Labor Rel. | 2 | 2 | 2 |
| Law | 0 | 0 | 0 |
| Nutrition | 2 | 2 | 2 |
| Veterinary Medicine | 1 | 1 | 1 |
| Human Ecology | 56 | 53 | 54 |
| TOTAL | 107 | 107 | 107 |

Over half of the women on the faculty have tenure; i.e. (58/107) which is encouraging. The College of Human Ecology, however, accounts for 34 of these positions. In the College of Arts and Sciences, where there are 27 women faculty members, only 7 have tenure and only 2 have the rank of a full professor.

We can see from these figures that not only was there a lack of women in the past, the situation exists today — despite Affirmative Action — unchanged.

University Deficit for 1972-73 Is Smaller Than Anticipated

Continued from Page 1

Calspan distribution, from which \$400,000 was deducted for expenses related to the separation and reorganization of CAL.

Proceeds from the stock sale, together with approximately \$700,000 from the special Calspan distribution, have been invested in the University's Capital Fund and will increase the 1972-73 Capital Fund distribution by an estimated \$170,000. Distributions based on other new capital received since October are expected to add an additional \$90,000.

A revision also has been made to the budget of the School of Hotel Administration, which is carried in the endowed Ithaca assigned use fund category. The revision is based on a re-estimate of tuition and endowment income of \$216,000 and an estimated \$120,000 added expense due to increased Social Security taxes and higher telephone and utility costs. The net outcome of other related activities is expected to improve by \$10,000, for a total change in assigned use funds of \$105,406.

The revised budget also reflects a supplemental appropriation of \$317,000 from current income to permit a transfer to a reserve which has been established to meet future retirement costs arising from

If we turn now from faculty and look at the top levels of the Administration, what do we see? Men. The President, the Provost, the Vice Presidents and Vice Provosts are all men. The heads of the President's staff are all men. All of the academic deans, except for the Dean of Nursing in New York City, are men. The Directors of Services answering to the Vice President for Administration are all men.

Moving away from Central Administration to other administrative areas, we found that all of the Directors within the Division of Campus Life are men — except for the Director of Women's Physical Education. The directors under the Vice President for Planning and under the Vice President for Public Affairs are all men. Where are the women in administrative decision-making positions? We found three Associate Deans — two in the school of Human Ecology, and one in the Dean of Students office. There are three Assistant Deans — one in the College of Arts and Sciences and two in the Dean of Students Office. None of these women have employment responsibilities. Their authority is limited to recommendations concerning hiring and firing.

Looking at the Board of Trustees, we find of the 60 active members, only 4 are women. Only 5 of the 100 members of the Faculty Council of Representatives are women. In the University Senate, of the 127 voting members, 21 are women. We have not analysed faculty search committees and therefore have no comment at this time. The crucial University Personnel & Planning Board has no full woman member. The Chairwoman of the Provost's Committee on the Status of Women — yet to be appointed — will hold a non-voting position once it is functioning. These boards and committees hold vital positions in the formation of University employment policies. Women, by number, are very poorly represented, thus reducing women's collective voice in University matters to a whisper.

Yet despite these efforts, there has been no *net* gain of women on the University faculty or in administrative positions. This means that although Cornell has begun to make efforts to equalize the imbalance — we must see this as only the barest beginning, as the birth of new thinking and action, but not the conclusion of our efforts. It began with the Affirmative Action Program, the Women's Studies Program, but we must go on. We must grow from our present infancy to a youth — initiating new plans, making changes in present structure, being sure women are treated equally. And from that youth, we must grow to an adult, when Cornell will have a just and logical balance of talented women and men working together as faculty members and administrators, sharing equally in the decision-making and responsibilities of the University.

the non-contributory retirement plan for non-academic employees in the endowed colleges at Ithaca.

There has also been an improvement in financial results at the Cornell Medical College in New York City. Higher income from tuitions and New York Hospital - Cornell Medical Group indirect cost recovery is largely responsible for a deficit reduction of \$62,618. This adjustment reduces the Medical College overall deficit from \$261,883 as reported in October to \$199,265 at present.

Tuition Increased

Continued from Page 1

cent in 1973-74 for both cash customers and for members of the University's contract dining plan known as Co-Op dining, according to Arthur A. Jaeger, director of dining services.

The University Senate, which has policy jurisdiction over the two departments within the Division of Campus Life, approved the housing and dining increases last fall as part of its total Campus Life budget.

Ivy League Universities and MIT Adopt Joint Policy on Admissions

The presidents of the eight Ivy Group institutions, concerned with widespread pressures and confusions surrounding current college admissions procedures, have unanimously adopted and made public a joint policy on admissions.

The common policy was approved by the presidents of the Ivy League institutions at their December meeting in New York. They were joined in their action by the Massachusetts Institute of Technology.

The common policy statement was disclosed Jan. 21 by William J. McGill, president of Columbia University and outgoing chairman of the Ivy Group Policy Committee. The other presidents and their institutions are: Donald Hornig, Brown; Dale Corson, Cornell; John Kemeny, Dartmouth; Derek Bok, Harvard; Martin Meyerson, University of Pennsylvania; William G. Bowen, Princeton; and Kingman Brewster Jr., Yale. Dr. Jerome Wiesner is president of MIT.

One of the major changes in policy is in Section 3 of the new joint plan, dealing with "Early Evaluation Procedure."

In the past, widespread criticism by applicants and secondary school counselors has been directed at colleges and universities because of the lateness of the notification date. While the institutions actively deal with candidates for admission as early as September and encourage them to apply as early as possible, most applicants receive no official response until mid-April of each year.

Under the new common policy, candidates will be notified between late fall and Feb. 15 by all of the Ivy institutions and MIT of preliminary evaluations of their chances of admission — with terms such as "Likely," "Possible," "Unlikely," or "Insufficient Evidence for an Evaluation."

Obviously, it was explained, the real service is provided for the applicants at either end of the scale, but even the candidate with a "Possible" evaluation is thereby warned that his chance for admission is only fair and he is advised to submit applications elsewhere. In addition, the secondary school counselor is alerted to send additional information which may help the college reach its decision.

Another change is in Section 2, which deals with the "Early Decision Plan." All members of the Ivy Group (MIT excepted) will now have a common policy of announcing "early decisions" no later than Dec. 15 of each year. "Early Decision" candidates are those prospective students who list a particular college as their first choice and who have filed their applications by Nov. 1.

The policy statement pointed out that although each member institution of the Ivy Group will continue to make its own independent admissions decisions according to its own particular admissions policy, it nevertheless "has become clear that the transition between secondary school and institutions of higher education has become increasingly complex and that greater efforts should be made to simplify the admissions process through more uniform procedures."

It was revealed that the new common policy, which takes effect with the 1973-74 academic year beginning next September, is an outgrowth of "an intensive review" conducted during the 1971-72 academic year by the Ivy Group and MIT. The nine presidents, in their statement, then declared:

"It is our hope that by outlining carefully the procedures under which we are operating and by clearly specifying not only what an applicant's obligations are to us but also what our obligations are to him or her, we can help students pursue their college interests free of unnecessary confusion and pressure."

McGill, in his announcement, said that copies of the new joint policy statement would be sent next month to 26,000 high schools and preparatory schools across the country.

In his covering memorandum to the second school administrators, McGill will state:

"The attached statements represent important changes in admissions policy in the Ivy Group institutions. They were adopted unanimously by the Ivy Presidents on Dec. 13, 1972. We believe that these changes are sufficiently important to bring directly to your attention."

The joint plan deals with six broad areas of admissions policy: (1) General Procedures; (2) Early Decision Plan; (3) Early Evaluation Procedure; (4) Common Notification Date; (5) Financial Aid, and (6) Common Reply Date.

Under the General Procedures, it is explained that all contacts with students by representatives of Ivy institutions and MIT are intended to provide assistance and information and "should be free of any activity which could be construed as applying undue pressure on the candidate." It is also emphasized that "no information referring to the admission or financial aid status of a candidate may be considered official or reliable unless it is received directly from a member of the institution's admissions or financial aid office."

Under the Early Decision Plan section, it was stated that early

decisions on candidates for admission will be announced by the participating institutions no later than Dec. 15 of each year. Additionally, an applicant receiving admission and an adequate financial award under the Early Decision Plan will be required to accept that offer of admission and withdraw all applications to other colleges or universities. All the Ivy institutions will honor commitments made to other colleges under this plan.

In the section on Early Evaluation Procedure, each of the nine participating institutions, beginning in the late fall and continuing until Feb. 15, will send out to all of its applicants preliminary evaluations of their chances of admission. As these are merely tentative assessments, it should be clearly understood that no commitments are involved on the part of either the institution or the applicant.

In the section on "Common Notification Date," it was stated that on a common date in mid-April, all applicants (except those already admitted under the Early Decision Plan) will be notified of all admissions decisions and financial awards (with the partial exception of the University of Pennsylvania).

Under "Financial Aid," all of the Ivy colleges follow the common policy that any financial aid will be awarded solely on the basis of demonstrated need. Moreover, in order to insure that financial awards to the commonly admitted candidates are reasonably comparable, all of the participating institutions will continue to share financial aid information concerning admitted candidates.

In the "Common Reply Date" section, it is stated that no candidates admitted to any of the Ivy institutions and MIT, except for those admitted under the Early Decision Plan, will be required to announce his or her decision to accept or decline an offer of admission until the Common Reply of May 1. All such candidates may delay their acceptance until May 1 without prejudice.

The complete text of the statement follows:

JOINT STATEMENT ON COMMON ADMISSION PROCEDURES

Massachusetts Institute of Technology and Ivy Group Institutions

The Ivy Group is a loosely-formed organization of colleges and universities. It was established in 1954 primarily for the purpose of fostering amateurism in athletics. Relations between the member institutions have grown over the years to the point where we now meet regularly (along with Massachusetts Institute of Technology) at a variety of levels to discuss topics which range from the purely academic to the purely athletic and from fundamental educational philosophy to procedures in admissions.

Each member institution has its own identity and character and protects its right to pursue its own educational objectives. Thus, although the Ivy Group institutions are similar in many respects, each member institution will continue to make its own independent admission decisions according to its own particular admission policy.

In recent years, however, it has become clear that the transition between secondary school and institutions of higher education has become increasingly complex and that greater efforts should be made to simplify the admission process through more uniform procedures. During the academic year 1971-72 an intensive review of all admission procedures was conducted by the Ivy Group and Massachusetts Institute of Technology, and this joint statement on common admission procedures is an outgrowth of these deliberations. It is our hope that by outlining carefully the procedures under which we are operating and by clearly specifying not only what an applicant's obligations are to us but also what our obligations are to him or her, we can help students pursue their college interests free of unnecessary confusion and pressure.

I. General Procedures

All contacts with students by representatives of Ivy institutions (Wherever the term "Ivy institution" is used in this "Joint Statement on Common Admission Procedures" one should assume that Massachusetts Institute of Technology is meant to be included unless there are specific indications to the contrary.) are intended to provide assistance and information and should be free of any activity which could be construed as applying undue pressure on the candidate. No information referring to the admission or financial-aid status of a candidate may be considered official or reliable unless it is received directly from a member institution's admission or financial aid office.

II. Early Decision Plan

Some, but not all, of the participating institutions offer admission through an early decision plan.

(Currently, Brown University, Columbia College, Cornell University (College of Arts and Sciences and some other units

of the University), Dartmouth College, Massachusetts Institute of Technology and the University of Pennsylvania participate in this plan.) Candidates applying under the plan must submit a formal application by November 1. Admission decisions will be announced by the participating institutions no later than December 15. Financial awards for those qualified for financial assistance will normally be announced in full at the same time as the admission decision. (Delays in the and processing of such forms as the parents' Confidential Statement may necessitate a later, separate announcement of financial awards in some cases.) An application received under the Early Decision Plan will be required to accept that offer of admission and withdraw all applications to other colleges or universities. (An exception to this rule is the early decision plan of the Massachusetts Institute of Technology, which does not require commitment to matriculate.) All the Ivy institutions will honor commitments made to other colleges under this plan.

III. Early Evaluation Procedure

Beginning in the late fall and continuing until February 15, each of the participating institutions will send out to all of its applicants (early evaluations will not be sent to foreign students from countries other than Canada because of the problem of interpreting their meaning to students who often are not familiar with admission policies and procedures in the United States) preliminary evaluations of their chances of admission (i.e., "Likely," "Possible," "Unlikely," or "Insufficient Evidence for an Evaluation"). As these are merely tentative assessments, it should be clearly understood that no commitments are involved on the part of either the institution or the applicant. Any Ivy institution may also send out copies of its early evaluation notices to guidance counselors and to others involved in admission-related activities, such as faculty, alumni and coaches, but no other information about the admission or financial-aid status of an applicant may be released to anyone until the common notification date in mid-April. One member

Ivy League Reaffirms Policy

The Ivy Group colleges issued Sunday a joint statement reaffirming the eight schools' policy on financial aid and admissions practices for athletes.

One of the major planks of the "Common Statement of Group Institutions" is that the colleges — Brown, Columbia, Cornell, Dartmouth, Harvard, Pennsylvania, Princeton and Yale — require that the composition of the financial aid package for athletes and the continuation of financial aid not depend on athletic status.

The joint statement was approved by the presidents of the Ivy League schools at their December meeting in New York. It was made public yesterday by President William J. McGill of Columbia, who is outgoing chairman of the Ivy Group Policy Committee. The other presidents are: Donald Hornig, Brown; Dale Corson, Cornell; John Kemeny, Dartmouth; Derek Bok, Harvard; Martin Meyerson, University of Pennsylvania; William G. Bowen, Princeton, and Kingman Brewster, Jr., Yale.

The statement pointed out that, although the Ivy institutions "encourage able persons to attend including those persons who have proven themselves as athletes," all eight schools: —admit men and women, whether or not they are athletes on the basis of their potential as students;

—provide financial aid only on the basis of need; —never require that any student continue in athletic competition as a condition for continuation of financial aid.

The statement also reiterated a passage from the original 1954 Ivy Group agreement:

"In the total life of the campus, emphasis upon intercollegiate competition must be kept in harmony with

Sports Scoreboard and Schedules

BASKETBALL — Record to date: 3-13. This week's schedule: Feb. 2, Harvard, home; Feb. 3, Dartmouth, home.

HOCKEY — Record to date: 11-3. This week's schedule: Feb. 3, Dartmouth, away; Feb. 7, Yale, away.

WRESTLING — Record to date: 6-5. This week's schedule: Feb. 3, Pennsylvania, home; Feb. 7, F&M, home.

SWIMMING — Record to date: 3-3. This week's schedule: Feb. 3, Army, home.

TRACK — Record to date: 1-1. This week's schedule: Feb. 3, Army-Princeton, away.

GYMNASTICS — Record to date: 4-5. This week's schedule: Feb. 3, Boston St., home.

SQUASH — Record to date: 3-2. This week's schedule: Feb. 3, Army, home.

FENCING — Record to date: 4-2. No meets this week.

exception to this rule is that any Ivy institution may announce formal denials of admission to applicants at any time during the admission season.

IV. Common Notification Date

On a common date in mid-April, all applicants to the participating institutions (except for those already admitted under the Early Decision Plan) will be notified of all admission decisions and financial aid awards. (There is one exception to this fundamental procedure. The University of Pennsylvania will announce formal admission decisions and "range-estimates" of financial need in the case of applicants from the State of Pennsylvania between November 1 and December 15. No such candidates, however, will be requested to make any commitment to the University of Pennsylvania before the May 1 Common Reply Date.)

V. Financial Aid

All the Ivy institutions follow the common policy that any financial aid will be awarded solely on the basis of demonstrated need. Moreover, in order to insure that financial awards to commonly admitted candidates are reasonably comparable, all of the participating institutions will continue to share financial-aid information concerning admitted candidates in an annual "Ivy overlap" meeting just prior to the mid-April common notification date.

VI. Common Reply Date

Except for applicants admitted under the Early Decision Plan, no candidate admitted to any of the participating institutions will be required to announce his or her decision to accept or decline an offer of admission until the Common Reply Date of May 1. All such candidates may delay their acceptance until May 1 without prejudice.

Participating Institutions: Brown University, Columbia College, Cornell University, Dartmouth College, Harvard College, Massachusetts Institute of Technology, Princeton University, University of Pennsylvania, Yale University.

ffirms Its Policy on Athletes

essential educational purposes of the institution."

The statement explained that in recent years there have been a number of questions raised by applicants to and alumni of the eight schools regarding the admission of students who may be interested in participating in intercollegiate athletics.

The purpose of the common policy statement released yesterday, McGill declared, is to "make it crystal clear" to all who may be interested the Ivy Group philosophy and attitude toward athletics. The statement will be sent to 26,000 high schools and preparatory schools across the country. It will be accompanied by an Ivy Group common policy statement on admissions practices which was made public last week.

In his covering memorandum to the secondary school administrators, McGill will state:

"The attached statements represent important changes in the admissions policy in the Ivy Group institutions and a restatement of the principles governing admissions and financial aid practices in regard to athletics. They were adopted by the Ivy presidents on Dec. 13, 1972. We believe that these changes are sufficiently important to bring directly to your attention."

The athletic statement also emphasized that in each of the eight institutions, only the Office of Admissions has the authority to admit students. "No other person or office is authorized by an Ivy Group University" to advise an applicant about the likelihood of admission or make formal admission to the applicant, it was stressed.

Financial aid is given only by the Financial Aid Officers of each institution and is awarded according to the demonstrated need of the student, the statement continued. "The award is made at the time of admission and no applicant should consider or accept an offer of financial help from anyone else associated with the institution to which he is applying."

The statement then declared:

"Applicants intending to participate in intercollegiate athletics are considered for admission and financial aid along with all other applicants, and the same standards are used for everyone."

Applicants, it was said, frequently feel considerable pressure from alumni of various institutions, coaches and others and occasionally are confused as to who really speaks for the institution.

"These guidelines are established so that alumni may become more knowledgeable in their efforts to assist us in recruiting highly qualified students, and so that applicants may be clear about the parts played by those associated with an institution," the statement concluded.

The complete text of the statement follows:

COMMON STATEMENT OF IVY GROUP INSTITUTIONS

Over the past few years there have been a number of

To Review Salary Plans

Exempt Employees to Be Studied

The University is undertaking a preliminary salary study of its non-instructional staff members who are exempt from the provisions of the Fair Labor Standards Act, according to Robert F. Risley, vice provost.

"The basic objective of the study is to review Cornell's current salary compensation plans, exclusive of fringe benefits, for non-instructional personnel in both the endowed and statutory colleges and to recommend the best overall approach to a comprehensive compensation plan for Cornell," Risley said.

The management consulting firm of Robert H. Hayes and Associates, Inc. of Chicago has been retained to assist the University in the conduct of the study.

Personnel included in the study are executive, professional and administrative staff members in each of the 11 colleges in Ithaca, the University library system and the University administration.

"The consultants will be aided by an advisory committee which has been selected to be broadly representative of the University. It will have three major functions: to provide general guidance to the overall study effort, to reflect the more specific interests of the various constituencies and organizations within the University, and to help in promulgating the purpose, direction and results of the study to the University community.

"In addition to a detailed analysis of internal and external salary information, the study will involve intensive interviews with a representative sampling of University leadership and of staff members in the exempt, non-instructional categories," Risley said.

The samples will include both women and minority members.

questions raised by applicants to and alumni of our institutions regarding the admission of students who may be interested in participating in intercollegiate athletics. The Ivy Group institutions encourage able persons to attend including those persons who have proven themselves as athletes. However, all the institutions

—admit men and women whether or not they are athletes on the basis of their potential as students;

—provide financial aid only on the basis of need;

—never require that any student continue in athletic competition as a condition for continuation of financial aid.

Further, the Ivy Group agreement of 1954 notes: "In the total life of the campus, emphasis upon intercollegiate competition must be kept in harmony with the essential educational purposes of the institution."

In the process of admitting those interested in intercollegiate athletics a number of people may become involved. Alumni and coaches are eager to inform students about the academic and athletic programs and facilities at a particular institution. Admissions officers must screen and make decisions about all applicants. Financial aid officers must objectively evaluate financial need and make financial aid awards. The following guidelines established by the Ivy Group policy committee may be helpful to all those concerned with this process.

1. In each of these institutions the Office of Admissions is the only office which has the authority to admit a student. Admissions officers will attempt to advise applicants about the likelihood of admission, but the applicant should rely solely on two formal communications in this regard. (There are two exceptions: applicants under the Early Decision program, and Commonwealth of Pennsylvania residents applying to the University of Pennsylvania under the rolling decision program.) The first is the Early Evaluation statement, sent out before February 15 and the second is the formal admission letter which is sent out in mid-April. No other person or office is authorized by an Ivy Group University to make such communication about chances of admission or formal admission to the applicant.

2. Coaches at each of the institutions are the most knowledgeable about the athletic programs and are eager to be of help to an alumnus or an applicant who wishes to know about a particular athletic program. Letters to them from alumni and applicants about such programs will be promptly answered. Coaches also travel frequently across the country, meeting with alumni groups and potential applicants, to answer their questions. Neither alumni nor applicants should put the coaches in the difficult position of trying to estimate the chances for admission of a particular candidate. That is the sole responsibility of the admissions personnel.

3. Financial aid is awarded at each of our institutions according to the demonstrated need of the student. The award

"The selected employees will receive requests from the Hayes firm to meet with its representatives. The cooperation of deans, directors and department heads is requested in making their employees available to assist in the study," Risley said.

Cornell's Office of Personnel Services is coordinating the study with the Hayes firm. Any questions in regard to the study should be directed to Diedrich K. Willers, director of personnel services, B-12 Ives Hall.

Exempt staff members are also invited to discuss their concerns with advisory committee members.

Advisory committee members are: Judy Campbell, associate director, Division of Management Systems and Analysis, B-45 Day Hall; Elizabeth B. Pirko, assistant manager, Purchasing Department, 120-126 Maple Ave.; Robert Radziwon, assistant to the dean, New York State Veterinary College; John F. McManus, associate dean, College of Engineering, 249 Carpenter Hall; John J. Barnett, assistant director of finance, Statutory Colleges Finance and Business Office, 13 Warren Hall; Margaret J. Condon, staff writer, Office of Public Information, 110 Day hall; Margaret M. Carey, administrative aide, Mann Library; Henry L. McPeak, assistant director, Department of Student Housing, North Balch Hall; Barth Mapes, administrative assistant, Department of Animal Science, New York State College of Agriculture and Life Sciences, 148 Morris Hall; Alice D. Moore, administrative aide, New York State School of Industrial and Labor Relations, 192 Ives Hall; Alexander J. Cheney, associate dean and secretary of the college, College of Arts and Sciences, Goldwin Smith Hall; Roy Gunsalus, chief of engineering and maintenance, Department of buildings and Properties, 215 Service Building; Anna K. Stuliglowa, Slavic Studies librarian, acquisitions, 110 Olin Library; Kathryn D. Shurstedt, administrative aide, Personnel Office, New York State Agricultural Experiment Station, Geneva, N.Y.; Eugene C. Loh, senior research associate, Laboratory of Nuclear Studies, 232 Newman Laboratory; John R. Howe, senior extension associate, personnel and administration management officer, Cooperative Extension, 212 Roberts Hall; Robert B. Rasmussen, director, The Cornell Fund, 443 Day Hall, and Kenneth L. Loveless, machine shop superintendent, Nuclear Studies, G-30 Newman Lab.

Sage Notes

The deadline for filing applications for Cornell administered fellowships is Feb. 1, 1973. The deadline for filing for a Lehman fellowships (new students only) is March 15, 1973.

There will be a meeting of the Graduate Faculty on Friday, Feb. 2, 1973, at 4:30 p.m., in Kaufmann Auditorium, Goldwin Smith Hall. The agenda includes the January degree list and approval of the degree of Master of Professional Studies (International Development).

is made at the time of admission and no applicant should consider or accept an offer of financial help from anyone else associated with the institution to which he is applying. Applicants intending to participate in intercollegiate athletics are considered for admission and financial aid along with all other applicants, and the same standards are used for everyone. The composition of the financial aid package and continuation of financial aid will not depend upon athletic status.

4. In any case where an alumnus or an applicant has a question about admission, financial aid, athletic participation or eligibility we urge that a telephone call be made to the chief admissions officer of the institution involved. That is by far the best source of information when confusion arises in this area. Their names and telephone numbers are listed below:

James H. Rogers, Brown University (401) 863-2378; Michael Lacopo, Columbia College (212) 280-2521; Walter A. Snickenberger, Cornell University (607) 256-3465; Edward T. Chamberlain Jr., Dartmouth College (603) 646-2875; L. Fred Jewett, Harvard College (617) 495-1557; Peter T. Seeley, University of Pennsylvania (215) 594-7507; Timothy C. Callard, Princeton University (609) 452-3062; Worth David, Yale University (203) 436-2405.

Alumni are naturally and rightly eager to encourage able students who wish to play an intercollegiate sport to attend their alma mater. Applicants frequently feel considerable pressure from alumni of various institutions, coaches and others and occasionally are confused as to who really speaks for the institution. These guidelines are established so that alumni may become more knowledgeable in their efforts to assist us in recruiting highly qualified students, and so that applicants may be clear about the parts played by those associated with an institution.

Bulletin of the Faculty

(Publication of this Bulletin is supervised by the Secretary of the University Faculty Robert M. Cotts, 315 Day Hall, 256-4843).

Proposed New Timetable for Classes

The determination of the class schedule is a responsibility of the University faculty. Accordingly, the Committee on Academic Records and Instruction submitted to the FCR Executive Committee their proposal for a new timetable for classes which will be a part of the Student Information System. The new timetable would, if possible, go into effect in the fall of 1973. The FCR Executive Committee referred the report to the Committee on Academic Policies and Programs. The Committee on Academic Records and Instruction has already submitted the proposal to colleges for discussion and has received general approval. In addition, information on the new timetable appears below.

I. Monday, Wednesday, Friday — during each day nine class periods of 50 minute duration with 15 minutes between periods. Start at 8 a.m.

II. Tuesday, Thursday — during each day six class periods of one hour and 15 minutes duration with 15 minutes between periods. Start at 8 a.m. (i.e., time equivalent to three fifty minute classes). No Saturday classes.

III. Evenings: (A) MWF — two 50 minute periods with 15 minutes between. Start at 7:05 p.m.

(B) TTh — reserved for evening prelims which must be scheduled and coordinated with Registrar's Office to avoid conflicts.

IV. Labs: (A) MWF — three 2-1/2 hour lab periods per day with 45

Proposed Timetable for Classes
for New System

| MWF | | TTH | |
|----------|-----------------|---|---------------|
| DAY | | | |
| (01) | 8:00 - 8:50 | (11) | 8:00 - 9:15 |
| (02) | 9:05 - 9:55 | (12) | 9:30 - 10:45 |
| (03) | 10:10 - 11:00 | (13) | 11:00 - 12:15 |
| (04) | 11:15 - 12:05 | (14) | 12:30 - 1:45 |
| (05) | 12:20 - 1:10 | (15) | 2:00 - 3:15 |
| (06) | 1:25 - 2:15 | (16) | 3:30 - 4:45 |
| (07) | 2:30 - 3:20 | | |
| (08) | 3:35 - 4:25 | | |
| (09) | 4:40 - 5:30 | | |
| EVENINGS | | (83) reserved for scheduled Prelims - T | |
| (81) | 7:05 - 7:55 | (84) | " " " " - TH |
| (82) | 8:10 - 9:00 | | |
| LABS | | (5)(6) | |
| DAY | | | |
| (21) | 8:00 - 10:30 | (51) | 8:00 - 10:30 |
| (22) | 11:15 - 1:45 | (52) | 11:00 - 1:30 |
| (23) | 2:30 - 5:00 | (53) | 2:00 - 4:30 |
| EVENINGS | | | |
| (92) | 7:05 - 9:35 (M) | | |
| (93) | 7:05 - 9:35 (W) | | |

The proposed timetable is to be considered as the University-wide standard except where special circumstances warrant exceptions. There is no real difference in the MWF timetable in the proposed system as opposed to the existing timetable. There is a difference in the TTh timetable, since Saturday is eliminated and the teaching period is extended to one hour and 15 minutes. Many individual faculty have expressed interest in having such an option as TTh would offer for their courses. As the practice is at present, faculty, as their colleges direct, indicate the time they will teach within the framework of the timetable.

Draft Report for FCR Discussion Long Range Financial Planning At Cornell University The Response of the University Faculty

INTRODUCTORY NOTE

I. When the Report of the Advisory Committee on Financial Planning at Cornell University (Cranch Committee) was released in the Cornell Chronicle on October 5, 1972, President Dale

Corson requested that Dean Norman Penney obtain the response of the University Faculty to the Report. Dean Penney brought this matter before the Faculty Council of Representatives on October 11, 1972. A special,

Special FCR Meeting (With University Faculty Participation) To Discuss Cranch Response

February 7, 1973

4:30 p.m., 120 Ives Hall

As previously announced, the full University Faculty is invited to attend the Special FCR meeting on February 7. The subject of discussion will be the draft FCR Response published in this issue of the Chronicle. Copies of the individual committee responses on which the synthesized Response is based have previously been mailed to FCR members and are available to be read by other Faculty members in the office of the Dean of Faculty, 315 Day Hall.

After the presentation of the draft FCR Response by the Executive Committee at the February 7 meeting, the floor will be opened for statements from University Faculty (non-FCR members) who sign up in advance with the Speaker (Professor Russell Martin, 309 Roberts Hall, ext. 6-2111). Statements should *not* exceed five minutes duration and should be addressed to the FCR Response and not to the Cranch Report itself.

After all University Faculty members have presented their statements, the FCR will go into regular session to debate the response. During this part of the meeting University Faculty members will become "visitors" at the FCR meeting and the regular rules (Article IX, D, 6 of the Organization and Procedures of the University Faculty) will apply.

The University Faculty is presently scheduled to meet in 110 Ives Hall at 4:30 p.m. on February 14, 1973 at which time it will have an opportunity to postpone or nullify whatever FCR action is taken, if it chooses to do so, by following the procedures in Article XI of the Organization and Procedures of the University Faculty.

informational meeting of the Faculty Council of Representatives was held on November 1, 1972 to which all members of the University Faculty were specifically invited for discussion of the Report. At this gathering 152 FCR and University Faculty members were present, and they directed questions and comments to the members of the Cranch Committee after a presentation by Professor Edmund Cranch.

Various sections of the Report were subsequently assigned by the Executive Committee of the Faculty Council of Representatives to the standing committees of the FCR but without limiting any committee to the particular sections indicated. In November these committees held hearings open to all members of the University Faculty. A joint meeting of the executive committees of the University Senate and the FCR was held on December 6 to develop some form of liaison between the Senate and the FCR in their respective responses, and a liaison committee was then appointed to represent both bodies.

Upon receipt of the FCR committee reports the Executive Committee held a meeting with representatives of these committees, and then undertook the responsibility of drafting a synthesis of these reports and of other suggestions from the University Faculty with a view to formulating a set of recommendations for submission to the FCR. In presenting the synthesis the Executive Committee has favored the format of the "Preliminary Outline of Report to the Board of Trustees" sent by President Corson to Dean Penney on January 4, 1973, as the most useful format for developing the Faculty response.

II. The essential value of the Cranch Report is that it raises for discussion basic issues regarding the academic programs of the University, issues whose resolution will necessarily have a great impact on faculty, students, and administration.

The essential weakness of the Report is that it has presented analyses and recommendations of which portions are based on assumptions about the nature of the University that we find unacceptable. It should not be viewed,

therefore, as a document upon which to base immediate action but one which gives the faculty an enormously important opportunity to participate actively in the resolution of the issues raised.

Although we recognize that the University is operating under financial strain, we, at the same time, reject any view of the financial situation as being the primary determinant of the University's future or the primary basis of particular reforms regarding academic programs or performance. We are concerned also over the Report's failure to define and reconcile separate but related goals of the University as a whole, of the faculty as professional academicians, and of the administration as the locus of support and service. More particularly, we see objectives flowing from the individual professional goals of the independent faculty to the traditional University goals of teaching, research, and service rather than the reverse and certainly not from superficial and ill-defined criteria of managerial efficiency.

Although the necessity of effective planning and management is obvious, we reject as dysfunctional for academic programs the centralized, authoritarian, and production-oriented approaches embodied in the tone and substance of many of the Cranch Report recommendations. While the Report recognizes the phenomenon of motivation and faculty performance, we reject as insensitive and self-defeating the external, mechanistic, and negative concepts of motivation and performance evaluation articulated in the Report.

We believe that the Report should not survive as a catalog of well-developed specific courses of action to be followed or ignored, but rather as the first step in an ongoing process of change and preparation for the future.

III. What follows is in two parts. The first part constitutes the kernel of the Faculty response in the form of a brief statement of the University Faculty's position on the problems in their area of concern that are raised by the Cranch report. The second part summarizes the Faculty's principal
Continued on Page 18

preoccupations as reflected in the FCR committee reports and requires no action.

Pursuant to authority from the FCR this draft response is being published in the Cornell Chronicle prior to the FCR meeting on February 7, 1973, to which all members of the University Faculty will also be invited with an opportunity for the latter to speak by notifying the Dean of the Faculty or the Speaker of the FCR in advance. The University Faculty meeting to which the FCR actions will be presented is scheduled for February 14, 1973.

All of the reports of the committees of the FCR on the Cranch Report are on file in the office of the Dean of the University Faculty and are available for inspection by the Faculty. These reports have also been distributed to each member of the FCR.

PART ONE: RECOMMENDATIONS

I. Faculty and Administration

A. We recommend that the University administration consistently make use of the standing committees of the FCR to secure Faculty participation in decisions affecting educational policy, and that in order to assure effective participation of the Faculty, it supply all information needed to appraise problems of educational policy.

(Explanation: The University Faculty, in order to discharge its responsibilities for setting academic priorities, must be involved in every stage in the process of allocating the University's resources. Even when there is a question of determining how resources will be apportioned between academic and non-academic functions, the Faculty must have the opportunity to advise the administration what weight the academic priorities should carry. Through the FCR and its committees the Faculty is structured to consider and act upon campus-wide issues concerning teaching, research, and public service programs; professional development, support facilities and services; resource development and allocation; and managerial and operating efficiency. It needs simply to be well informed in order to proceed.)

B. We recommend that the FCR establish a committee, composed of Faculty members qualified through professional expertise, to undertake with the cooperation of the administration a continuing economic analysis of the financial strengths and weaknesses of the University.

(Explanation: Much of the information that the Faculty, through the FCR and its committees, will need in order to discharge its various responsibilities — planning programs, allocating resources, establishing salary policies, evaluating professional performance — is information about the University's financial situation. What are the costs of various activities at Cornell? Will additional revenue from an increased number of students be greater than the total cost of educating them? What is the real basis for the rising costs of educating students at Cornell? What are the current costs of administration and why have they risen? What might be said about holding the number of administrators constant rather than setting a constant limit to the faculty or prescribing distribution of faculty by rank and age? How efficient are the

non-academic staff and support services? The analyses of data required to answer such questions and to evaluate the University's present and prospective resources are beyond the competence of existing committees and could not be committed to any of them in any case without imposing an impossible overload. Moreover, a committee of specialists chosen by the Faculty would go a long way to assure the Faculty that needed information was obtained and that the bases for long-range planning by the joint efforts of Faculty and administration would be soundly based.)

II. Planning

A. We recommend that planning be instituted at the smallest academic-budgetary level.

(Explanation: What must be developed and fully agreed to within the Cornell community is a system of academic planning activity that would be as decentralized as possible, starting with planning at the departmental level, with clearly understood procedures for integrating these plans into a college plan, and ultimately into a University plan. At the core of the effort would be program planning that would give weight to both teaching and research, that would relate to agreed-upon levels of graduate training, and that would be specific enough to be correlated with budgetary realities. Once programs are well laid out, they translate into budgets both for finance and for personnel. Clearly, substantial commonality in procedures is desirable.)

B. We recommend that high priority in the coming planning and decision-making processes be accorded to the proposed numbers and composition of the student body and of the Cornell Faculty.

(Explanation: The guidelines that are developed will influence the academic and financial planning of the units throughout the University and affect the kind of teaching and research the Faculty engages in. The setting of the guidelines will have to be closely linked with the planning activities of SUNY — specifically, with the SUNY Master Plan of 1972, "Building a Comprehensive University in the '70's," which puts substantial bounds on all of the statutory colleges of Cornell and incidentally plans for some increase in Faculty numbers.)

C. We recommend that the administration work closely and cooperatively with the Faculty in developing and implementing a response to the imperatives set forth in the President's Statement of Minority Education and that the administration assist the Faculty in making the necessary decisions by supplying (1), detailed estimates of the costs of implementations and (2), an indication of how those costs can be met.

(Explanation: Although the President's Statement has impact on University educational policy, the administration has hitherto not gone beyond an individual college to discuss the Statement's implications. The University Faculty has, in consequence, neither been afforded occasion to provide systematic assessment of proposed programs of implementation nor been permitted to exercise its proper share of responsibility for assuring the adequacy of the University's academic contribution to the public interest.)

III. Faculty tenure and rewards

A. We recommend that the quality of an individual's teaching, research, and public service educational efforts, and the relation of his interests to his department's commitments, continue to be the primary bases for recommending promotion.

(Explanation: Although recognizing that the distribution of faculty by rank may have a bearing on the appointment of assistant professors, we reject recommendations for establishing any norm or quota system for maintaining faculty distribution by rank or age. No such system could fit the specific situations of an individual department's existing and needed manpower resources. The imposition of a quota of tenured faculty would create more problems than it would solve. The presence of a large portion of tenured faculty in a given unit should not prevent that unit from promoting or recruiting talented junior faculty. Arbitrary rejection of tenure or other promotions on the basis of administrative distribution preferences is bound to discourage the recruitment and retention of high quality faculty members.)

B. We recommend that the present tenure system be continued but that the selection procedures be strengthened and made more uniform throughout the University and that Faculty consideration be given to questions raised about post-tenure Faculty performance.

(Explanation: Tenure provides advantages that far outweigh its abuses. With improved procedures for granting tenure, these abuses would be rare. In some divisions of the University changes have already been made that we believe provide guidelines for the rest of the University. We urge that the various colleges consider making increased use of ad-hoc review committees that would include members from outside the unit making the tenure decision, and that it be the departments that originate recommendations to grant tenure. Procedures for terminating tenure already exist, are, widely believed to be, adequate, and have never been used.)

C. We recommend that Faculty salaries be kept competitive, that merit increases be a part of the reward structure, that salary increases be based in part on the cost of living, and that the fringe benefit system be re-evaluated.

(Explanation: Salaries at Cornell are not maintaining their competitiveness and may indeed be deteriorating relative to the cost of living.

The recommendation concerning cost-of-living increases is based upon the apparent deterioration of salary increases relative to rise in the consumer price index. These increases would be more economical to the university if they were computed on an absolute rather than a fixed percentage basis. That is each faculty member should receive a fixed dollar amount determined by rises in the cost of living rather than a fixed percentage of his salary. This procedure has the added advantage that it would not increase the differential in dollar terms between high and low paid professors. The absolute dollar amount for cost of living increases would vary from year to year as determined by government data such as the consumer price index.

The fringe-benefit system should be

re-evaluated to see what specific changes can be made to improve benefits within the limits of available resources. We urge consideration of ways in which the system may be made more flexible so as to minimize the inequities for different categories of faculty and at the same time provide a choice of fringe benefit options within the total package limits.)

IV. Graduate Education

We recommend that the General Committee of the Graduate School continue its assessment of the strengths and weaknesses of existing programs and their relationship to undergraduate education and public service.

(Explanation: The function and actions of the General Committee of the Graduate School in evaluating, strengthening, or eliminating marginal programs should be recognized and encouraged, with every effort made to make room for new programs of potential importance for the University.)

V. New Centers

We recommend that a new Center be created only if it fulfills a clear academic need and that procedures be established to involve the University Faculty in a systematic way so that such a Center can be integrated into the University function without inhibiting program innovation and execution.

(Explanation: There is a need for procedures whose objectives include the following: (1) Communication and consultation among Faculty and administrators to assure that all existing methods for meeting the research and academic needs of the subject areas have been explored, (2) Periodic review in consultation with the University Faculty of the functions, operations and achievements of the new unit, (3) Maintenance of liaison with concerned University administrators, deans, and Faculty, (4) Arrangements and approvals for teaching functions, and (5) Policies on faculty appointments and budgets.)

VI. Calendar

We recommend that a committee of Faculty and administration personnel be appointed by the President and provided with clerical support and reduction in normal responsibilities to collect pertinent information from other institutions presently or previously on full-year operation.

(Explanation: If the general features of year-long operation pass this initial academic scrutiny, the recommended calendars and their associated qualifications should be cost-analyzed by the University administration.

The above results in the form of a Faculty recommendation would be turned over to the Senate Calendar Committee, which in conjunction with the Faculty Calendar Committee would evaluate the effects of the calendar on the faculty, students and employees. These committees would make recommendations to the Faculty Council of Representatives and the Senate which would in turn pass resolutions calling on the Board of Trustees to approve the necessary changes.)

VII. Student Financial Aid

We recommend that there be a number of different kinds of loan programs and work programs supplementing existing scholarships.

(Explanation: The Cranch Committee

Continued on Page 14

Bulletin of the Faculty

Continued from Page 13

recommendations set a limit on the fraction of appropriated funds that will be available in the form of scholarships, and the Committee places most of its reliance on expanding loan programs and student employment and the maximum use of state and federal aid resources. We question whether this will close the ever-increasing gap between the amount of money a student requires and the amount in fact available to him. We caution, moreover, that loans are only one kind of resource of many that are necessary in the area of student support. Considerable aid can be provided through existing programs such as the Federal College Work Study Program. However, since this program will not be enough to fill needs that develop as jobs available to students remain scarce, the University should expand existing and implement new work study programs.)

VIII. The Non-academic Support Staff and Facilities

We recommend that the administration report on possible economies in the non-academic programs of the University.

(Explanation: Such a study would include data for an analysis of the costs of the support staff, of the administration, and of building and property maintenance. It is a study that would probably be referred to the committee described in the second recommendation.)

PART TWO:

SUMMARY OF FACULTY'S PRINCIPAL CONCERNS

I. Introduction

A. The mission of the University.

Great universities survive and thrive by teaching, conducting research, and informing the public. In varying and myriad ways these activities are both independent and interdependent. However defined, however approached and related, these activities constitute the University's product. It is our resolve that they should be conducted on the highest level. Neither the generality of their objectives nor the differences of their specific interpretation invalidates them as providing the primary perspectives governing the decisions that will determine the University's future.

Such perspectives do not ignore the financial problems of rising costs and greater pressures, both internal and external, for additional programs. Nor do they deny that financial circumstances inevitably influence the implementation of teaching research, and public service programs. These perspectives do, however, establish the fundamental relationship between ends and means, whereby economic efficiency is a means of accomplishing program objectives. This is a relationship that in the abstract is assumed and understood but in

practice is often ignored or reversed. In a period of financial austerity this relationship needs to be reestablished.

Such perspectives allow us to recognize for other sets of forces with which discretionary policy must deal:

Expansion of new knowledge — It is not simply that new knowledge is developing at an ever-increasing rate but that such accelerating development is forcing major changes in the execution of University programs. It is forcing change in curricula, research emphases, instructional materials, and techniques. It is forcing increasing specialization and differentiation of academic disciplines and exacerbating problems concerning cooperation among disciplines.

Greater professionalization of disciplines — Expansion and specialization of knowledge is promoting a greater professionalization of disciplines and hence greater professionalization of academicians. As a result the individual faculty member must increasingly look to the associations representing his body of knowledge and his values regarding that knowledge. His activities as a responsible member of his profession usually will include participation in the formal organizations of which he is a member, whose journal he writes for, and whose annual meetings he attends. His professionalism includes association with similarly oriented colleagues at Cornell and elsewhere. The operating consequence of his professionalization is that a Cornell faculty member's loyalties tend to be diverse.

Greater interaction between scholars and world affairs — Limited financial resources along with the growth of knowledge and professionalization have complemented internal and external pressures for greater interaction between scholars and the world of affairs. They have led to expanded and varied public service programs that apply teaching and research to the problems and opportunities that characterize modern society. Indeed it is its frequent success in developing, imparting, and applying knowledge that has made it such a center of the evolution from old to new. At Cornell, as well as elsewhere, this necessary and inevitable involvement has created difficult and complex dilemmas between maintaining academic integrity and becoming committed to the solution of enormous social problems. The whole phenomenon of interaction between the Cornell academician and society justifies increased public and private support, not as a reward for services rendered, but as an investment in Cornell's continuing response to society's needs and opportunities.

Greater expectations of quality of undergraduate education — As higher education has become more

accessible to all, students and their parents have been examining more critically the undergraduate educational experience and expecting more from it.

Coupled with limited financial resources, these four sets of environmental forces influence the way the University will fulfill its commitment to teach, conduct research, and serve the public. They generate issues as fundamental as the continuation of the University as a combined private and public institution and the current validity of Ezra Cornell's motto. They shape both the goal-setting and the forecasting inherent in University planning. They set the priorities that, in turn, determine the marginal decisions in the annual allocation of human, physical, and financial resources. It is these decisions that spell expansion, maintenance, reduction or elimination of programs; that push collaboration, consolidation or separation of curriculum and research; that spur or discourage innovation. In the final analysis these four forces increase the need for the faculty to make a sustained impact within appropriate structures on decisions of University-wide significance.

B. The climate for higher education.

We recognize that the decade of growth at Cornell described in the Cranch Report under "Unplanned Ubiquitous Growth" seems unlikely to be repeated in the seventies. The course of national politics strongly suggests that federal aid to higher education is likely to be limited more and more to various kinds of loan programs for students and that there are likely to be far fewer programs entailing large grants for research support, structures and hardware. Should this gloomy view be wrong, an adjustment to a more generous climate should not be painful. Our planning, therefore, cannot realistically envisage a bail-out by the Federal government but, at best, a continuation of a selection of existing programs with a paucity of substantial new ones.

From the State of New York we must expect the budgets of the statutory colleges as well as Bundy aid to come to the University with increasing pressures for formalized accountability. These pressures conceivably would take such forms as over-simplified, imposed enrollment totals related to square feet of physical facilities at Cornell, prescribed ratios of students to faculty, mandated classroom hours per faculty member and quotas of minority students, faculty and staff. Any possible increases in state aid as well as maintenance of present levels of support may depend on the reaction of the Board of Regents and the Legislature to what they perceive as our accountability to the taxpayers.

To obtain increases, we will have to broaden this view of accountability to include educational as well as managerial goals.

A prerequisite for this is that we once again create an attitude of public trust in Cornell and higher education. To do this, we will have to communicate to the citizens of our state and nation the real value of higher education to our society. We must convince them that we do have a sense of shared purpose with them both in seeking a sound and forward looking society and in terms of the futures of their children.

II. Present Imperatives

A. New academic initiatives.

Improvement of instructional methods is a matter of general concern, irrespective of financial pressures. This concern is reinforced by our increasing enrollment and student diversity, by possibilities for the use of effective technological aids and by growing appreciation of the place of nontraditional methods in the learning process.

We strongly agree with the recommendation that educational innovation be an essential part of long-range planning. Indeed, long-range planning would be grossly deficient if it did *not* give an important position to educational change and innovation. Experience suggests, however, that the majority of useful new innovations at Cornell will not in fact come by the explicit "new programming" procedure mentioned in the report but rather as evolutionary and continuing items within the budgets of the many departments, schools and colleges. We further suspect that the amount and the effectiveness of the innovation will relate very closely to the character of the *academic planning* by these academic units. In this sense, we suspect that the actual amount that is now being spent in innovation programs is very much larger than the listed amount of \$170,000 for 1972 and will continue to be very much larger. Among other things, we note that neither of these figures gives any weight to the large amounts of temporary short-term funds that come to Cornell from foundations and similar groups for academic innovation.

The responsibility of the University Faculty does not, of course, extend to new academic initiatives which are within a given school or college. In such cases responsibility properly belongs with the smallest faculty unit possible, e.g., the college or department. On the other hand, some new academic initiatives within a school or college might have a probable impact well beyond the sponsoring college, especially, for example, if the innovation is likely to require substantial funding which will not then be available for new academic initiatives in other schools and colleges. No machinery seems to exist for what is seen here as an advisory but important function by the University Faculty.

B. Faculty planning.

Planning refers to the conscious and rational determination, forecasting, and anticipation of the future in terms of recognized goals and available resources.

Our basic approach is that planning for Cornell should not be a seamless web of priorities and criteria stretching from the central administration down to the smallest academic unit. Rather it should be a two-stage process of program planning developed by the departments and complemented by conceptual or overall service planning developed by the central administration. We reject as contrary to the fulfillment of academic program objectives the Cranch Committee's argument that planning "implicitly calls for greater degree of centralized control and administration intervention in the affairs of the faculty than the University has experienced in the past." (13) Quite the contrary; our viewpoint calls for less control and interference and for a different planning role for the central

administration.

The department, not the University, should become the basic unit for planning. Each department is, in various combinations, a final producer of teaching, research, and public service. It is a separate and operationally independent producer rather than a stage in a single vertically integrated process. The scope of program operations, the incidence of pressures and opportunities, the substantive development of the field, the allocation of scarce resources, and the confluence of profession and University all assume their maximum significance and meaning at the department level. Consequently, the department is best able to recognize and consider the specifics of the future and to adapt objectives and operations in definitive program terms. The department can determine the emphasis and relationships among programs and make precise allocations of available resources. It is best able to relate plans of long-term consequence to annual budget limitations. The department is best able to live with the results of its planning whether they turn out to be good or bad.

Insofar as departmental disciplines and programs within the college are similar and interdependent, the college rather than the department may be viewed as the producer of the final product, but in no case is the University the producer. It is simply the coordinator.

Planning by the central administration at the university level should therefore respond to rather than determine departmental plans. It should be essentially "inductive"; that is, it should reflect a compilation and reconciliation of continuing and proposed component academic programs, the sum of which become overall University objectives. Accordingly, the components of central planning should be to:

- a) Summarize and articulate concepts and priorities expressed in departmental teaching, research, and public service programs.
- b) Develop plans for University-wide facilities and services. The more University-wide the facilities and services, the greater the need for University planning. This planning, however, should be undertaken only by continuing consultation with appropriate faculty groups.
- c) Forecast income for and cost of University programs.
- d) Relate departmental plans to budgets. This would focus on assembling long-range departmental and college plans (e.g. five years) and on the continuing adjustment of these plans to the annual budget of the University.
- e) Reconcile the conflicts and inconsistencies with college plans when necessary. It is assumed that most inconsistencies and conflicts can be resolved at the college level and thus minimize the need for intervention by the central administration.

It follows from the arguments on behalf of department planning that program control should be delegated to the level at which the programs have their operating integrity, that is, normally departments but occasionally colleges. Delegation means giving departments, in addition to responsibility for program planning, the

decision-making discretion and responsibilities within broad policy and budgetary parameters to set program goals, determine program content, allocate available resources, carry out the program themselves, and evaluate the results. Such delegation implies accountability for the results. It also implies choice as to the manner in which the department will organize, operate, and manage itself.

The determinants of program diversity must be understood because upon them depend the nature and extent of delegation that is advocated, the style and problems of departmental leadership, and the character of overall controls that necessarily circumscribe delegation. Program diversity is a function of both the environmental forces summarized on pages 2 and 3 above and particular program characteristics. Such external differences contribute to variations between departments regarding the content and operation of their respective programs. It is the particular complex of factors such as these that make the Department of History different from the Department of Mechanical and Aerospace Engineering, which in turn is different from the Department of Agricultural Economics. These differences reflect and explain the variations in discretion, responsibility, and accountability.

It is the impact of factors such as these that also produce variations in departmental leadership. In one situation the chairmanship may be a collegial *primus inter pares* with the chairman helping the department decide its goals, presenting alternatives for faculty choice, and assisting faculty members to achieve their own ideals. Another situation may require a more supervisory style of leadership. Different circumstances also require a different balance between the primary representation of the departmental faculty to its college and to the central administration and the representation of the college and the central administration to the department.

Variations in departmental leadership cannot hide the fact that the chairman's role as defined will become more important and more difficult. This is not only the impact of more complex operations, it is also the price of the departmental planning and responsibility we advocate as an alternative to proposed increased centralization. A department cannot protest Day Hall intervention at one point and avoid taking responsibility for making its own decisions at another. It is the emerging nature of the chairman's role that requires improved arrangements for the selection of departmental chairman.

The discretion, responsibility, and accountability implicit in the delegation we are advocating does not deny the necessity of overall coordination. Overall responsibility for fulfillment of broad goals of programmatic excellence, for the development of facilities, for provision of central services, and for the financial well-being of the institution underscore the leadership and support role of the administration and the Board of Trustees. It is in this capacity that the central administration should mediate competition for scarce resources between units of the University so that such competition is mutually beneficial to the units concerned and to the University as a whole.

The advocacy of delegation of program responsibility to departments makes a practical as well as a symbolic shift in University-level leadership from managerial control and procedural involvement in the name of financial survival to substantive encouragement, mutual trust, and results-oriented evaluation in the name of meeting academic objectives.

None of this is intended to qualify what the Faculty recognizes as the administration's role in providing constructive evaluation of the Faculty's achievements and in making suggestions of its own to the various colleges. But it is intended to reaffirm the primacy of the Faculty in the process of making academic decisions.

C. Faculty tenure.

For the Faculty effectively to engage in its teaching, research and decision-making responsibilities, its members must be able to proceed secure and free from threats, internal or external, and secure and free from manipulation, in their judgments on matters affecting educational policy and in their pursuit of knowledge. In the interest of such freedom and security the Faculty must resist any attempt to weaken what at present provides protection — a tenure system whose protective features must be strengthened and extended to assure that originality, heterodoxy, creativity, and adventurousness will not be the victims of pressures to conform or "adjust."

Clearly, the issue is intellectual autonomy, and clearly, too, autonomy carries obligations: obligations for the Faculty to monitor its teaching effectiveness; to promote a range of options for students among points of view, methods of learning, and routes to degrees; to encourage research and the expression of views with concern only for the test of validity. Since the quality of teaching and research is contingent upon the quality of the Faculty, the Faculty must continually review its procedures and criteria for hiring and promotion to make certain that it does not allow vested interests to stifle vitality. It must not only remain receptive to suggestions for improving the work it does, but must also take the lead in correcting any failures in implementing the tenure system.

In some divisions of the University, attempts to correct failures have already been made. There the decisions originate with the department, and the dean, before making his own decision, seeks the advice of an ad-hoc review committee that includes members from outside the unit that has made the initial recommendation. Procedures such as these should be developed throughout the University to make certain that the highest professional standards are met and that abuse of the tenure system be reduced to an absolute minimum.

D. Faculty salaries and rewards.

Faculty salaries should be kept strong and competitive. According to available salary data, salaries at Cornell are not maintaining their competitiveness and may indeed be deteriorating relative to the cost of living.

Merit increases should be a substantial part of the financial reward structure in both endowed and statutory divisions of the University. Salary increases in both units should be based in part on the cost of living. This conclusion is based upon the apparent deterioration of salary

increases relative to rise in the consumer-price index. These increases would be more economical to the University if they were computed on an absolute rather than a fixed percentage basis. That is each faculty member should receive a fixed dollar amount determined by rises in the cost of living rather than a fixed percentage of his salary. This procedure has the added advantage that it would not increase the differential in dollar terms between high and low paid professors. Five per cent of \$10,000 is only \$500, while five per cent of \$20,000 is \$1,000. A sum of \$500 for each faculty member, regardless of current salary, would be an illustrative example of such a cost-of-living adjustment. The absolute dollar amount for cost of living increases would vary from year to year as determined by government data such as the consumer price index.

As a complement to salary increases we recommend that the fringe benefit system be re-evaluated to see what specific changes can be made to improve benefits within the limits of available resources. In this connection, we urge consideration of ways in which the system be made more flexible so as to minimize the inequities for different categories of faculty and at the same time provide a choice of fringe benefit options within the total package limits.

With regard to the establishment of the rank of distinguished professor, we see no need for this additional rank. Endowed chairs already are well known and well established within the University reward structure. These chairs constitute adequate rewards for truly exceptional accomplishments of Cornell faculty. Full professors at Cornell are distinguished professors.

E. The library system and computer capabilities.

We understand that these topics are being studied by separate committees whose conclusions we await with interest. At the same time, we affirm the central importance of these University-wide facilities for our teaching, for enabling our students to extend the work of the classroom beyond what can be found in lectures and minimal texts, and for attracting and retaining a good faculty.

III. Choices for the future of Cornell.

A. Faculty-student ratio.

Any plan concerning student body size obviously should take into account such things as the size and distribution of Faculty, library resources, classroom space, and physical plant. The suggestion that the present Faculty together with existing resources can accommodate an additional 2,000 students is open to question. Perhaps an admissions policy focussing on upperclass transfers and candidates for professional masters' degrees can be based accurately on the available classroom and laboratory space and faculty. But it is doubtful that we can ever increase the student body in such a way that it will fill just those facilities and programs that are underused. Rather, it can easily be predicted that the new students will tend to move toward those areas already popular, adding to an already existing problem. No university is flexible enough to shift faculty and programs in order to keep up with a student demand that keeps shifting, nor is it always desirable to do so.

Finally, it may not be realistic to encourage a growth of the student

Continued on Page 16

Bulletin of the Faculty

Continued from Page 15

body at a time when the pool of qualified students who can afford to pay Cornell's tuition may be getting smaller.

Two guidelines urged by the Cranch Report would prevent the size of the faculty from increasing and would entail a slow but positive growth in numbers of students. Both of these topics are of the utmost importance to the academic and financial programs at Cornell and we understand why the Cranch Committee would give them attention. On the other hand, it seems that the specificity of the guidelines proposed represents a fundamental inconsistency in that both of these specific guidelines would appear to be the kind of thing which should follow *after* detailed analysis and a planing effort, rather than being, as here implied, inserted as guidelines for that effort.

If it is true that the ratio of numbers of faculty to students is high, and might reasonably be held constant, or be subjected to slow decrease, then it can be true only on the average, and it is almost certain that significant areas within the University have inadequate numbers of faculty. Even the desirable overall ratio may well depend on the particular directions which Cornell decides to take. For example, a large increase in numbers of graduate students and especially in the ratio of graduate students to undergraduate students, might mean that the ratio of faculty to students should appropriately increase rather than decrease.

Research and scholarship, although closely related to graduate school activities, are an essential part of the Cornell function and make an invaluable contribution to undergraduate as well as graduate education.

Although the costs of graduate education tend to be relatively high, it appears that a general reduction in graduate enrollments may result in small cost savings. The effects of incremental expansions or reductions depend on whether in the particular areas involved there are adequate faculty, available physical facilities, and whether there could be conversion to other purposes. Graduate students often take the places of undergraduates in upperclass courses, just as transfer students admitted to departments with few majors will often find themselves unable to resist spilling into existing, large, popular courses. Therefore, any proposed change should take into account the specific conditions existing. It should also be noted that the initial investment for graduate education having been made at Cornell, costs of continuation and moderate selective expansion are likely to be low compared to *de novo* establishment of comparative programs elsewhere.

Equally careful attention should be

given such an alternative to the suggested, selective increase in the student body as stabilizing the present number of students but making the financial adjustments by not maintaining the present size of the faculty. The Cranch Report indicates an annual turnover of approximately five per cent of the total faculty from resignations, deaths and retirement. Consideration of this alternative would have to take into account the desirability of educational balance and of distributing over the University the impact of the attrition in the light of the responsibilities of each school or college.

We note in conclusion that a change in the student-faculty ratio may reduce the teacher's freedom to choose among teaching styles and methods, and the student's already limited freedom to select the manner in which he learns.

B. Admissions

Although it is clear that the selection of students for admission to the various schools and colleges remains the responsibility of the faculty, two factors have materially weakened actual faculty control of admissions in some parts of the University. The first is the tendency in at least some colleges for various reasons to have the dean or the dean's surrogates assume this function. The other factor weakening actual faculty control of admissions is the domination over student aid, especially scholarships, exercised by the administration through the Office of Scholarships and Financial Aid. What has happened, therefore, is that student aid has been used in some cases to determine which students admitted by a given college may in fact register, with consequences for the "socio-economic mix" of the student body, a matter of academic importance. "For 1971-72 Cornell admitted 300 undergraduates while denying them the financial aid they had applied for. Among Ivy League schools our nearest competitor in this respect was Brown, which had only 13 admissions." (Draft Report of a subcommittee of the FCR Committee on Admissions and Financial Aid, Sept. 1, 1972, p. 2). The responsibility for admissions remains the Faculty's and requires consultation between the faculty and the administration on student aid policies.

C. The non-academic support staff.

The Inadequacy of Information Concerning Operating Costs. What are the costs of various activities at Cornell? In attempting to answer this question one encounters many problems arising from the vagueness and questionable relevance of the cost information in the many charts and figures of the Cranch Report. For example, there can be no useful determination from available information of whether the additional revenue from more students will be

greater than the total cost of educating them or, in fact, what constitutes the real basis for the rising costs of educating students at Cornell.

There is no clear representation in any of the Cranch data of either current administrative costs or increases in these costs over time. The Cranch proposal, as explained at some length, of maintaining a distribution of faculty by rank and age within constant limits seems a shortsighted approach to holding costs down. A more revealing representation of actual costs might suggest that the number of administrators be held constant rather than the number of teachers and researchers. There is no information in the Cranch Report that such a conclusion is either warranted or unwarranted. We therefore seek more information (and evaluation) of non-academic functions. As one group of our colleagues has stated:

A serious omission in the Cranch Report was a critical evaluation of non-academic staff and support services, including administration. The efficiency of many of these operations is seriously in question, and the information given is totally inadequate. For example, why does it cost more to do things at Cornell than elsewhere? The building and properties operation is especially bad in this regard. Unfortunately, the high cost is not at all compensated for by outstanding efficiency and service. In the case of chemistry, a large number of non-academic staff are paid out of research contracts. How this enters into the four-to-one ratio of non-academic to academic employees is not clear."

IV. Financial resources likely to be available.

A. Tuition income.

We support the goal that the very best qualified students ought to have access to a Cornell education without regard to their economic circumstances. The prospect of allowing a family's ability to pay to dictate the admission decision is most undesirable. The processes of admission and the awarding of financial aid do not occur in a vacuum. Students who are granted admission and financial aid from Cornell receive similar offers from comparable institutions. As our financial aid picture becomes less attractive and less competitive (a situation aggravated by the increasing trend to substitute student loans for the traditional scholarship component), our ability to attract the very best qualified students who have such alternatives will diminish. Therefore, the recommendations of the Cranch Committee, if implemented, will insure a decline in the intellectual quality of our student body unless all comparable private universities make similar cutbacks and substitutions. Furthermore, given our unending tuition increases, expanding student body and frozen financial resources, State universities in general (and SUNY in particular) will attract from us high quality, non-wealthy students, thereby diminishing the size of the pool from which Cornell can draw its students.

B. Investment income.

Cornell University has an outstanding record among the major endowed institutions in achieving maximum investment income. Whether this will be adversely affected by increasing concern by some student

and faculty groups with investment decisions remains to be seen and was not explored in the Cranch Report.

D. State and federal support.

Reference has already been made in a general way to the prospects for governmental aid. To rely upon federal programs to fill the financial aid void of the seventies is probably pure folly. These programs to date have clearly been paid more Congressional lip service than actual dollar appropriations. Criticisms being leveled at current student aid proposals stress the lack of consideration to all students, except those from families with the lowest incomes. The general reluctance of Congress to fund student aid programs at the levels specified in the laws is likely to continue. It is our judgment that only a bankrupting crisis causing cessation of major institutions will actuate the necessary legislation to help with the cause of educational finance.

New York State's record of excellence in financial support can probably be counted upon with some modification, but the prospects of other states' increasing their student aid to Cornell students is not promising. Their own budget pressures will continue and any new major financing programs for educational finances are not probable.

V. Present financial status of the University

A. Necessity of demonstrating existence of "crisis situation."

Is Cornell in, or heading for, serious financial difficulty? Based on the available information, neither we nor anybody else can say for sure. This conclusion follows certain vague and arbitrary features of Cornell's procedures for reporting its yearly deficit or surplus. An alternative approach yielding not only greater clarity but also more meaningful indicators of the University's financial condition is provided in a paper examined by one FCR committee. It distinguishes operating revenues and expenses from investment income in order to obtain an indication of both operating surplus or deficit and total income or loss. It also includes appreciation or loss in the value of the University's portfolio in the determination of investment income.

From the paper it appears that a far more substantial operating deficit actually exists (\$22.1 million) for the most recent available year than the deficit (\$1.2 million) as reported in the Cranch Report. Yet this actual operating deficit is neither exceptionally high nor low as compared with the other universities in the study. Moreover, the actual operating deficit excludes any recognition of the estimated total income (including investment appreciation) of \$64.8 million.

From this information there appears to be grounds for neither complacency nor panic. But most importantly, there does appear to be grounds for the strong conclusion that operating deficits as traditionally reported by Cornell (and other universities) are not a particularly useful or even meaningful descriptive summary of Cornell's financial viability. As the paper readily acknowledged, much more information needs to be made available; such as data concerning Cornell's experience over time to establish this viability to

Vice Provost Risley Announces Job Posting Program Expansion

Vice Provost Robert F. Risley has announced that the Personnel Planning and Policy Board at its Jan. 9 meeting expanded the University's job posting program to apply to all regular University positions whether exempt or non-exempt.

Excluded are positions for members of the University faculty, senior research associates, senior extension associates, instructors, graduate assistants, teaching assistants, research assistants, graduate research assistants or positions for members of a bargaining unit certified for the purposes of collective bargaining. Student employment opportunities through the Office of Scholarships and Financial Aid are covered by a separate job posting system.

Known as the Promotional Openings Program (P.O.P.), the procedure is effective immediately and is intended to provide Cornell employees with the opportunity to apply for and receive consideration for open positions at the same time outside candidates are being considered.

The program is also intended to assist the University in achieving its Affirmative Action goals to insure that women and minorities in and out of the Cornell work force are given an equal opportunity to compete for all jobs that become available. A staff member's indication of interest in an opening will not affect the current position of the staff member. The policy covers appointments to be made for three months or longer.

PROCEDURE:

1. The Office of University Personnel Services must be notified by the Job Requisition Form of all new or open regular, full-time and part-time positions before such positions can be filled.

2. Cornell employees on lay-off, leave of absence, or available due to anticipated curtailment may be considered prior to posting.

3. All positions listed with Personnel Services by Monday noon will be posted on the list that is distributed Wednesday and will appear in the Chronicle Thursday morning.

4. Departments may also post their open positions within their physical locations provided these postings appear simultaneously with the University-wide posting. Staff members wishing to be considered for positions posted within the

department must follow the regular provisions of this policy.

5. Position openings shall be posted for at least one week or seven calendar days before being filled.

6. The Office of University Personnel Services will have the responsibility for notifying the Affirmative Action Officer so that he may suggest possible appropriate candidates, sources of recruitment, etc. The Office of Personnel Services shall also have the responsibility for notifying the Office of Scholarships and Financial Aid when it is appropriate and the New York State Employment Service of all positions starting at less than \$18,000.

SELECTION

1. Any regular or temporary full-time or part-time staff member of the University should apply for the posted openings at the Office of University Personnel Services.

2. Open positions will be filled by the most qualified candidates after a full and fair search which seeks to develop affirmatively candidates of minority groups and females for full consideration.

3. The Personnel Department will have the responsibility for recruiting, screening, and referring the best qualified applicants.

TRANSFER

1. If a member of the University staff is selected for a posted position, transfer or promotion should take place as mutually agreed upon but normally not longer than two weeks from the date of acceptance.

2. The appropriate salary must have prior approval of the Office of University Personnel Services.

3. The appointing department must indicate in a written statement accompanying the appointment form, the efforts it has made to insure compliance with the Affirmative Action goals of the University to insure that women and minorities have been given a full and fair opportunity for the promotion or transfer.

4. The employing department will assume all the accrued vacation and sick leave of the individual.

Africana Center Sets Seminar

The faculty and staff of the Africana Studies and Research Center at Cornell will present "Shadows of the Third Eye: A Seminary Concerning African History and Literature" on Saturday, Feb. '3, at 9 a.m. in the Seminar Room of the Africana Center.

The seminar, organized by Cheri Dinkins Bennett, Africana Center librarian, will honor the black historian Chancellor Williams, and will involve some of the most distinguished contemporary black scholars in America. They are Williams; Ezekiel Mphahlele, critic and professor of literature at the University of Denver; Chinua Achebe, novelist and professor of literature at the University of Massachusetts; and Yosef ben-Jochannan, author and instructor of the history of religion and black studies at Marymount College.

Williams, professor of history at Howard University, was recently selected for an award by the Black Academy of Arts and Letters "for distinguished work in history published in 1971."

Mphahlele was born in South Africa in 1919 and has lived in exile since 1957. His novel, "The

Wanderers," won first prize for Best African Novel of 1968-69.

Achebe was educated in Nigeria at Government College, Umuahia, and later at University College, Ibadan.

Ben-Jochannan has served as chairman of the African Studies Department at Harlem Preparatory School in New York City and as cultural and historical consultant to the Permanent Mission of the United Nations Organization.

The Schedule of "Shadows of the Third Eye" is as follows: 9 a.m., welcome by Mrs. Bennett; 9:15 a.m., presentation by Mphahlele; 10:30 a.m., coffee and donut break; 10:35 a.m., presentation by Achebe; 11:45 a.m., lunch; 1:10 p.m., presentation by ben-Jochannan; 2:15 p.m., presentation by Williams; 3:15 p.m., Africana library open-house; 3:30 p.m., panel discussion; 4:45 p.m., closing remarks by James Turner, director of the Africana Center.

This will be the second seminar at Cornell organized by Mrs. Bennett. The first seminar in January, 1972 focused on the role of black librarians, in assisting the black scholar.

Featured were Dorothy Parker, librarian, Moorland-Spingarn Collection at Howard; Jessie Carney Smith, university librarian at Fisk University; John Henrick Clarke, professor of history at Hunter College and visiting professor of Africana studies at Cornell, and J. Saunders Redding, Ernest L. White Professor of American Studies and Humane Letters at Cornell.

Job Opportunities At Cornell University

The following are regular continuing full-time positions unless otherwise specified. For information about these positions, contact the Personnel Department B-12 Ives Hall, N.W. Please do not inquire at individual departments until you have contacted personnel. An equal opportunity employer

| POSITION: | DEPARTMENT |
|--|---|
| Department Secretary, A-13 | Electrical Engineering |
| Department Secretary, A-13 | LASSP |
| Department Secretary, A-13 | Civil and Environmental Eng'g |
| Administrative Secretary, A-15 (10 mos.) | Public Information |
| Administrative Secretary, A-15 (10 mos.) | Dean of Faculty |
| Senior Administrative Secretary, A-17 | University Counsel |
| Steno II, NP-6 | Planning & Development |
| Steno II, NP-6 | Communication Arts |
| Clerk III, NP-7 | 4-H Extension |
| Administrative Clerk, A-16 | Management Systems & Analysis |
| Records Clerk, A-11 | University Development |
| Counselor | ILR |
| Administrative Assistant II, A-20 | Construction |
| Searcher I, A-13 | Olin Library |
| Library Assistant II, A-12 | Olin Library |
| Administrative Officer, A-29 | Center for Environmental Quality Management |
| Assistant Counsel | University Counsel |
| Assistant Director | Cornell Plantations |
| Senior Auditor | Auditor's Office |
| Director | Admissions Records |
| Employee Relations Manager | Personnel |
| Business Manager | Vice President—Campus Life |
| Statutory Facilities Engineer | Controller |
| Dining Manager | Dining |
| Boilerman, A-18 | B & P |
| Experimentalist II, NP-15 (March '73) | Geneva Pomology |
| Experimentalist II, NP-15 | Animal Science |
| Lab Technician II, NP-11 | Vegetable Crops |
| Lab Technician II, NP-11 | Vet College |
| Lab Technician II, NP-11 | Animal Science |
| Research Technician III, NP-12 | Vet Virus |
| Research Technician III, NP-12 | Agricultural Engineering |
| Research Engineer I, A-26 | Pomology |
| Research Technician V, NP-17 | MSC & LASSP |
| Electrical Engineer, A-28 | Agricultural Engineering |
| Electronic Technician, A-19 | B & P |
| Senior Experimental Technician, A-21 | C.R.S.R. |
| Senior Experimental Technician, A-21 | Chemistry |
| Synchotron Operator, A 19 | LNS |
| Systems Analyst, A-26 | MSA |

PART-TIME JOB OPPORTUNITIES

| | |
|-----------------------------|------------------------|
| Secretary-Researcher | Science & Technology |
| Typist | Olin Library |
| Study coder and researcher | Graduate School |
| Statistical Clerk IV, NP-10 | Human Nutrition & Food |

Academic and Financial Dateline

Thursday, Feb. 1 — Deadline for filing applications for all Cornell administered graduate fellowships. (Sage Hall).

Deadline for filing applications for NDFL-NDEA IV fellowships, (foreign languages). (Sage Hall).

Deadline for filing Admission and Financial applications for Master of Engineering candidates. (223 Carpenter Hall).

Friday, Feb. 2 — Graduate Faculty meeting at Hoffman Hall, 4:30 p.m.

Deadline for add/drop for Agricultural School students. After this date petition from faculty must be used.

Monday, Feb. 5 — Cornell card bills mailed out.

Friday, Feb. 9 — Last day for add/drop for Arts college students without a fee.

Deadline for SU option for Agricultural School students.

Thursday, Feb. 15 — Deadline for filing applications for graduate Lehman Fellowships. (Sage Hall).

Deadline for filing applications for JFK awards. (105 Day).

Friday, Feb. 16 — Deadline for Spring registration for Extramural students. No new registration of any kind will be permitted after this date. (B-20 Ives).

Tuesday, March 28 — Number drawing for individual room selection, grad and undergrad. 8 a.m.-4 p.m. 223 Day Hall.

Wednesday, March 29 — Number drawing for individual room selection grad. and undergrad. 8 a.m.-4 p.m. 223 Day Hall.

Friday, March 30 — Room selection. Graduate students only. Time and place to be announced.

Bulletin of the Faculty

Continued from Page 16

their relevance. In any case, adequate financial information can only pose, but by itself can never answer, the many academic policy issues dealt with in the Cranch Report. These issues cannot be translated into strictly financial terms without serious loss of meaning.

We do not regard this serious indeterminacy in the basic description of Cornell's financial position as obviating any further need for comment on related issues raised by the Cranch Report. For while the assumptions of current or recent or even future financial danger are not verified by the Cranch Report, they are not disproved either.

B. Clear understanding of term "deficit."

As indicated above, it was argued that the deficit typically reflects the bulk of *realized* investment income (interest and dividends received) but ignores *unrealized* income or losses; i.e., the difference between cost and current market value for investments still held. This distinction is important in assessing both the financial condition of the university and the financial performance of the university financial officers.

Precisely how unrealized appreciation of endowment can be applied to current expenses was not

described.

VI. Other costs.

One committee, in commenting on a full-year, academic calendar, concluded that "... the Committee does not have the manpower or the resources to properly research the many ramifications of full year operation, particularly the financial aspects."

Another committee observed that further information is also obviously needed concerning the costs of teaching, research, and public service. Is it at all reasonable, for instance, to consider the cost of one graduate student as equivalent to the cost of training three undergraduates? The answer will undoubtedly vary from unit to unit. But in any analysis of the matter the role graduate training plays in providing skilled manpower for attracting outside monies for research must be included. Also, the attraction a good graduate program brings to the recruitment of an excellent faculty simply cannot be translated into any ratio of cost comparisons of graduate versus undergraduate instruction. Possibly graduate training in the physical sciences, where more than half of our Ph.D.'s are being produced, differs far more in real cost from graduate training in the humanities or social sciences than graduate training differs from undergraduate training generally. We simply do not know.

'Thirsty Bear' Tavern Opens



The Thirsty Bear Tavern, Cornell's newest watering hole, opened its doors at the beginning of the second semester in the North Campus Union.

The tavern seats about 100 persons on chrome bar stools resembling tractor seats and at bright red tables. The interior floor and walls are carpeted in red. The tavern is lit by hundreds of tiny red electric bulbs.

Managed by Joseph Egan, a former Cornell student, The Thirsty Bear serves nearly a full bar of mixed drinks as well as

domestic and imported beers and numerous wines. Beverages are served by the glass or pitcher.

The house specialty, known as a "Baltimore Zoo," got its name after it was discovered that the tavern and the Baltimore Zoo are carpeted with identical material, Egan said.

Hours are from 5 p.m. to 12 midnight Monday through Thursday, from 3 p.m. to 1 a.m. Friday, from 1 p.m. to 1 a.m. Saturday, and from 3 p.m. to 1 a.m. Sunday.

Career Calendar

More than 250 companies and government agencies will be interviewing on campus during the next two months. Information on requirements and schedules are available at the Career Center:

MIT, Sloan School of Business, will hold informational interviews for minority students on Friday, Feb. 2. Sign up now at the Career Center.

Hofstra University Graduate School will conduct informational interviews at the Career Center on Tuesday, Feb. 6. Sign up now.

Reserve Established For Retirement Fund

A reserve to meet future retirement costs arising from the non-contributory retirement plan for non-academic employees of Cornell University's endowed colleges at Ithaca was established by the Cornell Board of Trustees Jan. 27 at its regular meeting in New York City.

In establishing the reserve the Board also approved appropriation of \$317,000 from the 1972-73 current income of the endowed colleges for the reserve. This amount is the actuarial estimate of future retirement costs under the plan resulting from services rendered during the first six months of 1973.

Samuel A. Lawrence, vice president for administration, referred to the transfers to the reserve as "an accounting procedure" and stressed that the Board action will not affect retirement income or retirement rights of either former employees now receiving benefits or for employees who will participate in the future.

Some 2,500 employees now participate in the program which was established in 1945. The plan has been operated on a cash basis and benefits have been paid to retirees from current income.

An actuarial study last fall by the firm of Lybrand, Ross Bros. and Montgomery showed that costs to the University under the plan are substantial and are increasing so rapidly that it was most practical to set aside funds now to help assure the University's capacity to meet its future obligations.

Under the new system, the University will charge itself for future retirement expenses as services are rendered. According to Lawrence, this is a preferred accounting practice which provides fuller disclosure and a more accurate representation of the results of operations than the present system.

Lawrence said handling retirement costs in the new manner is expected to qualify these expenses for recovery as either direct or indirect costs of sponsored research programs.

Charles R. Burrows, 70

Charles R. Burrows, 70, former director of the School of Electrical Engineering at Cornell University, died Jan. 23 in Port St. Lucie, Fla.

Born in Detroit, Mich., in 1902, Burrows received B.S.E. and the E.E. degrees from the University of Michigan, and A.M. and Ph.D. degrees from Columbia University.

In July, 1944, he was appointed professor of

electrical engineering and director of the School of Electrical Engineering at Cornell.

A former chairman of the U.S. National Committee of the International Scientific Radio Union, he headed the U.S. delegation to the Union's General Assembly in Sydney, Australia.

He is survived by his wife; a son, Robert Burrows of Port St. Lucie, Fla.; and a daughter Miss Donna Burrows of Arlington, Va.

Dudley Ward Fay, 88

Dudley Ward Fay, 88, of 104 Corson Place, Cayuga Heights, died Jan. 25.

He was a retired professor of Spanish at Cornell.

Surviving are his wife, Aimee Fay; a daughter, Mrs. Flora Fay Wade of Rochester; two sons, David

Ward Fay of Rochester and Robert Armstrong Fay of Louisville, Ky.; a sister, Mrs. Beverly Dunn of New York City; a brother, Willis Ward Fay of Sudbury, Mass., and 10 grandchildren.

Daniel R. Mott, 57

Daniel R. Mott, 57, of George Road, Dryden, died Jan. 20 in Tompkins County Hospital after a long illness.

Mott was a janitor in the New York State School of Industrial and Labor Relations at Cornell.

Surviving are his wife, Mrs. Gwendolyn Allison Mott; five sons, Charles of Valencia, Calif., David of

Youngstown, Ohio, Alan of Baldwin, Wis., Gerald of Hanover Park, Ill., and Stephen Mott, at home; two daughters, Mrs. Sylvia Turner of Richmond, Va., and Mrs. Phyllis Mair of Glen Ellyn, Ill.; a brother, Arthur Mott of St. Petersburg, Fla.; seven grandchildren and several nieces, nephews and cousins.

George T. Swanson, 61

George Treff Swanson, 61, of 131 W. Haven Rd. died Saturday in the Tompkins County Hospital.

He was graduated in 1936 from Cornell University with a bachelor of science degree in horticulture. He was superintendent of grounds at Cornell for 20 years.

He is survived by his wife, Jeanice White

Swanson; two daughters, Mrs. Judith R. Hilliard of Cincinnati, Ohio, and Mrs. Christine E. Maricle of Ithaca; a brother, William J. Swanson of Rochester; two sisters, Miss Dorice E. Swanson and Mrs. Evelyn Sundholm, both of Jamestown; a granddaughter, and several nieces, nephews, aunts and uncles.

The Senate Page

The Senate Page is the official bulletin of the Cornell University Senate. Publication is supervised by Robert E. Gardner, secretary of Senate, 133 Day Hall, 256-3715.

Senate Calendar

Thursday, Feb. 1 — Campus Planning Committee, 4 p.m., Senate Office.

Friday, Feb. 2 — Military Training Committee, 4:30 p.m., G-2 Baker Lab; Parking and Traffic, 1:15-2:45 p.m., 304 Stone.

Monday, Feb. 5 — Executive Committee, Agenda Meeting, 4:30 p.m., Senate Office.

Tuesday, Feb. 6 — University

Petition Deadline

Deadline for Senate petitions is Thursday, Feb. 8, at 5 p.m. in the Senate Office. Get your petitions in now.

as an Employer Hearing, 4 p.m., 117 Ives; Cornell University Senate Meeting, 7:30 p.m., Kaufmann Auditorium.

Wednesday, Feb. 7 — Dining Subcommittee, 2 p.m., Senate Office; Division of Campus Life Cranch Response, 8 p.m., 302 Uris.

Proposed Agenda

1. Question Time.
2. Announcements.
3. Minutes — 11/14/72; 11/28/72; 12/5/72.
4. Agenda.
5. Outside Trustee Election: James L. Gibbs, dean of undergraduate studies at Stanford University; Gail F.

Parker, president, Bennington College; E. T. York, Jr., vice president for agricultural affairs at the University of Florida.

6. C-142 — Cancellation of Feb. 13 Senate Meeting.

7. C-145 — Constitutional Amendment — To Provide for Employee Representation on the Board of Trustees.

8. C-109-a — Fall Creek Responsibility Act.

9. C-114-b — Lowering the Speed Limit on Pleasant Grove Road.

10. C-131 — A Recommendatory Resolution to Protect the Confidentiality of Students in the COSEP program.

11. C-140-a — Cornell University Material Recycling Act.

12. C-136-a — An Act to Improve the Campus Life by Establishing Policies for the New Student Information System Data Bank.

13. Adjournment.

Senate Actions — Jan. 23, 1973

(Complete texts of all University Senate actions are available in the Senate Office, 133 Day Hall.)

| SA NUMBER | TITLE | SPONSOR | ACTION TAKEN |
|-------------------|---|--------------------|--------------------------------|
| SA-172 [C-126] | ACADEMIC CALENDAR FOR 1974-1975 [Establishes the academic calendar for 1974-75. The bill extends the early start calendar as adopted for 1973-74 for one more year.] | Calendar Committee | ADOPTED AS AMENDED, 1/23/73 |

Current Legislative Log

(The full text of any bill introduced in the University Senate is available in the Senate Office, 133 Day Hall.)

| BILL NUMBER | DATE SUBMITTED | TITLE | SPONSOR | COMMITTEE REFERRED TO |
|-------------|----------------|---|--------------------------------|--|
| C-137 | 1/16/73 | COMMITTEE RESTRUCTURING ACT [This act replaces the Committee Legislation of 3/15/72 with a more flexible and encompassing system.] | Cliff Mass | Senate Reorganization Committee |
| C-138 | 1/17/73 | THE ADMISSIONS REFORM ACT OF 1973 [This act would seek to end discrimination in admissions, authorize an investigation into present admissions practices, require written reports on admissions criteria and statistics for the past five years, and lay the ground work for more specific admissions policy changes in the future.] | Harold Levy, ILR Undergraduate | 1. MDI 2. Admissions & Financial Aids |
| C-139 | 1/22/73 | RECREATIONAL COMPENSATION ACT [This act recommends that \$6,000 be added to the Physical Education & Recreation budget to compensate for increased recreational use.] | Campus Life Committee | Physical Education & Athletics |
| C-140-a | 1/25/73 | CORNELL UNIVERSITY MATERIAL RECYCLING ACT [This act calls for a policy of recycling for the whole University.] | Clifford Mass | Campus Life Committee |
| C-141 | 1/22/73 | REFERENDUM ON THE CONTINUATION OF THE CORNELL UNIVERSITY SENATE [An act to hold a referendum on the continuation of the Cornell University Senate as part of the next Senate election.] | Richard Meyer | Executive Committee |
| C-142 | 1/24/73 | CANCELLATION OF FEBRUARY 13TH SENATE MEETING [This bill would cancel the February 13th Senate Meeting by deleting that date from the Senate's calendar.] | Executive Committee | Executive Committee |
| C-143 | 1/24/73 | THE SAVE STUDY WEEK ACT [This bill to amend the 1974-75 calendar to provide for a full study week and to shorten the examination period to 9 days.] | Robert Platt | Calendar Committee |
| C-144 | 1/24/73 | AN ACT TO SUPPORT THE PHYSICAL EDUCATION DEPARTMENT 100% [This act would prevent reduction of hours in the recreational facilities of the Physical Education Department.] | Harold Levy, ILR Undergraduate | Campus Life Committee |
| C-145 | 1/24/73 | CONSTITUTIONAL AMENDMENT - TO PROVIDE FOR EMPLOYEE REPRESENTATION ON THE BOARD OF TRUSTEES [This act would amend the Constitution - Article III, such as to provide for employee representation on the Board of Trustees and add a new Title XI to the Bylaws.] | Steve Hanslik & George Peter | Executive Committee |

Contract Concluded for SIS

University President Dale R. Corson has announced that a contract has been concluded with the Systems and Computer Technology Corporation (SCT) of West Chester, Pa. for development of computer software (printed program data) for a new student registration system, the Student Information

System (SIS), as authorized by Cornell Board of Trustees' legislation approved in November, 1972.

Corson announced the award of the contract to SCT at the Board of Trustees meeting in New York City which ended Jan. 28.

SCT was selected as preferred

contractor after evaluation of three alternative design approaches developed under small preliminary study contracts. The new contract is in the amount of \$148,000.

SCT is a medium-sized consulting organization which has successfully installed specialized registration and scheduling systems at more than 30 colleges and universities during the past several years.

Bulletin Board

Hearing on Employee Matters Set

Personnel policy, employee relations and services provided for employees at Cornell University will be open to discussion at a public hearing scheduled for 4 p.m. Tuesday in Room 117, Ives Hall.

The hearing is being held by the University Senate Committee on the University as an Employer.

Any member of the Cornell community may attend.

"In the past year the committee has been involved with issues such as the policy for reduced tuition for employees taking non-job-related courses, new grievance procedures and proposals for a new vacation and leave policy," according to Douglas B. Fitchen, committee chairman and a professor of physics.

"Presently the committee is considering ways to make the newly-issued personnel policy manual more widely available to all employees. It is also working to get a statistical profile of non-academic employment at Cornell for use in long-range planning discussions.

"Other topics under consideration are the proposal for increased student employment and the question of an employee's right to review his personnel file.

"Grievance procedures available to employees and the personnel policy implications of actions taken by the Senate may also be examined at the hearing. According to its charge, the committee may not represent employees in disputes over wages, hours or work conditions," Fitchen said.

Employees who want to attend the hearing may take time off to do so with the consent of their supervisors. A recent memorandum issued by Robert F. Risley, vice provost, urged that employees be permitted to participate in Senate-related activities whenever possible.

Marcham Scholar Tutorial Program

Special summer fellowships will be available this summer to two Arts College faculty members who wish to participate in the Frederick George Marcham Scholar Tutorial Program.

The program, begun last summer, was made possible by anonymous gift from a Cornell alumnus who wished to honor Professor Marcham's contributions to teaching during his 45 years at Cornell, and to make possible small group tutorials for Cornell undergraduates.

The fellowships of \$2,000 will be awarded to each of two teachers, from two different fields, who wish to jointly develop an interdisciplinary approach to broad problems within their fields. They can then spend the summer preparing the material to be taught on a tutorial basis during the academic year 1973-74. Inquiries should be made, and applications sent, to Douglas Archibald, Department of English, 257 Goldwin Smith. The deadline for application is March 1.

German, Japanese Literature Course

An interdisciplinary course titled "An Approach to Sensibility: A Study of Nature in German and Japanese Literature" will be offered this term by Professors Ezergailis and Terasaki as part of the Marcham Scholar Tutorial Program. Works by Mann, Hesse, Kawabata, Mishima and others will be studied. Call 256-5095 or 5265 for an interview. There is no prerequisite in German or Japanese literature.

Committee on Women to Hold Hearing

Persons concerned with the status of women students and non-academic employees at Cornell are invited to speak at an open hearing to be held on that subject from 2:30 p.m. to 6 p.m. Thursday, Feb. 8, in the North Room, Willard Straight Hall. Written statements will also be welcome and should be sent to: Judith A. Graeff, research aide, 306 Day Hall.

Student concerns will be discussed during the first half of the hearing and non-academic employee concerns during the second half.

The hearing will be the second held by the University Trustee Committee on the Status of Women. In February, 1972, President Dale R. Corson charged the committee "to study the status of women students, faculty members and employees at Cornell University and to make appropriate recommendations concerning that status." The committee heard faculty concerns last April.

Craft Shop Announces Hours

The Cornell University Craft Shop located in the North Campus Union has begun its second semester schedule.

Class instruction will be offered at various times during the semester in macrame, letterpress printing, tie-dye, lost wax casting, weaving and jewelry, among others. The two new classes this semester are in medieval leaded glass and enameling.

Craft Shop hours for general use are from 2 p.m. to 10 p.m. Monday through Friday and 11 a.m. to 6 p.m. Saturday and Sunday. Attendance is limited to Cornell students and spouses, although faculty and employees may participate upon joining the University Unions.

Further information may be obtained from Lois Bertolino, craft shop director, or from Alice Kreutter, assistant director.

Classes in ceramics began Monday at the Willard Straight Hall Pottery Center, which is open from 11 a.m. to 11 p.m. daily under the direction of James Floyd.

Calendar

February 1-11

Thursday, February 1

4:30 p.m. Students interested in learning to play the chimes are invited to attend a meeting-demonstration session in McGraw Tower.

5 p.m. Christian Science Organization testimony meeting. Founders Room, Anabel Taylor. All visitors are welcome.

6 p.m. *Freshman Basketball - Syracuse. Barton Hall.

7:30 p.m. Meeting of the Bahai College Club - "One World, One Family." Art Lounge, Willard Straight Hall. Open to the public.

7:30 & 9:15 p.m. North Campus Union Free Film Series: *Contempt* and *Last Year at Marienbad*, subtitled foreign language films (1964, directed by Godard and 1961, directed by Resnais). Multipurpose Room, North Campus Union.

8 p.m. Graduate Christian Forum lecture. Ives 110.

8 p.m. Cornell Duplicate Bridge - regular duplicate game. Sage Hall Cafeteria.

8:15 p.m. *Bailey Hall Concert: Cincinnati Symphony, under the direction of Thomas Schippers. Sponsored by the Faculty Committee on Music.

Friday, February 2

4:30 p.m. Meeting of the Graduate Faculty. Kaufmann Auditorium in Goldwin Smith. The agenda will include consideration of the January degree list and the degree of Master of Professional Studies (International Development).

7 & 9:15 p.m. *Cornell Cinema Film: *Klute*, starring Jane Fonda, Donald Sutherland. Statler Auditorium. Attendance limited to Cornell Community.

7 & 9:15 p.m. *Cornell Cinema Film: *The Marx Brothers in A Night at the Opera*. Willard Straight Theatre.

7:30 p.m. Cornell Astronomical Society meeting. Fuertes Observatory.

8 p.m. *Varsity Basketball. Harvard. Barton Hall.

8 p.m. Colloquium: "Failing the People," a critique of the New York State College of Agriculture and the New York State Cooperative Extension Service. Ives 110.

8 p.m. Free Film: *The Green Wall*, Peru. Main Lounge, International Living Center, North Campus No. 8.

Thursday, February 8

10 a.m. - 5:30 p.m. Bloodmobile. Memorial Room, Willard Straight Hall. Sponsored by Alpha Phi Omega.

12:15 p.m. Sea Grant Seminar Series: "Fish Farming, Commercial and Sport Fish Production." Dr. Keen Buss, vice-president, Marine Protein Co. Warren Seminar Room - Fourth Floor. (Note change of location.)

Saturday, February 3

2 p.m. *Freshman Hockey - Port Colburne Jr B. Lynah Rink.

2 p.m. Varsity Squash - Army. Grumman Squash Court.

2 p.m. *Varsity Swimming - Army. Teagle.

2 p.m. *Gymnastics Meet - Boston State. Teagle.

7 & 9:15 p.m. *Cornell Cinema Film: *Klute* starring Jane Fonda, Donald Sutherland. Statler Auditorium. Attendance limited to Cornell Community.

7 & 9:15 p.m. *Cornell Cinema Film: *The Marx Brothers in A Night at the Opera*. Willard Straight Theatre.

8:15 p.m. *Polo - Cleveland. Cornell Riding Hall.

Sunday, February 4

9:30 a.m. Yoga. Loft II, Willard Straight Hall.

9:30 a.m. Episcopal Church at Cornell. Worship, Anabel Taylor Chapel. Church school and nursery care provided. All are welcome.

10 a.m. Friends (Quaker) meeting for worship. Anabel Taylor Blue Room.

11 a.m. Sage Chapel Convocation. Rabbi Yekiel Lander, chaplain, Smith College, Northampton, Mass.

4 p.m. Dept. of Music Concert: Linda Paterson, soprano; Edward Swenson, tenor; Malcolm Bilson, piano; Ann Silsbee, piano. Program: Robert Schumann: *Frauenliebe und Leben*, *Bilder aus Osten*, *Dichterliebe*. Barnes Hall.

7 & 9:30 p.m. *Cornell Cinema Film: *Anne of the Thousand Days*, with Richard Burton, Genevieve Bujold. Statler Auditorium.

7:30 p.m. Last in a series on "Alternate Life Styles and Communal Living": "What Do You Think You're Doing?" Paul Gibbons, associate of the Centre for Religion, Ethics and Social Policy. One World Room, Anabel Taylor Hall.

Monday, February 5

7 & 9 p.m. *Cornell Cinema Film: *Jezebel*. Willard Straight Theatre. Film Club members only.

8 p.m. Biology and Society lecture series: "Physiological Effects of Psychoactive Drugs." R. O'Brien. Statler Auditorium.

Tuesday, February 6

3:30 p.m. Ross Hammond on "Technical Assistance Programs at Georgia Tech - LDC Science and Technology Policy Implications." Seminar in 202 Uris Hall.

7:30 p.m. University Senate meeting. Kaufmann Auditorium.

7:30 p.m. Cornell Outing club introductory meeting. Ives 110.

7:30 p.m. Food Facts and Fads lecture: "Foods from Animal Sources." Prof. R. D. Baker. Institute Food Science and

Marketing.

8 p.m. Landscape Architecture Program at Cornell - film series: *The Harvard Visual Arts Center* and film by I. M. Pei on *The Everson Museum of Art*. Room 404, Plant Science Building.

8 p.m. *Cornell Cinema Film: Charles Dickens' *Oliver Twist*, directed by David Lean. Willard Straight Theatre.

8 p.m. Poetry Reading - Charles Simic, poet and translator, will read from his own poems. Temple of Zeus in Goldwin Smith Hall. Sponsored by the Creative Writing Program.

8:30 p.m. Spring Arts Festival meeting. Anyone with proposals or ideas concerning a spring festival should attend. Memorial Room, Willard Straight Hall.

Wednesday, February 7

8 p.m. Woman Is My Name. Weekly meeting where women can share the art and ideas of their sisters. International Lounge, Willard Straight Hall.

8 p.m. *Cornell Cinema Film: Greta Garbo as *Camille*. Attendance limited to Cornell Community. Uris Auditorium.

8 p.m. *Varsity Wrestling - Franklin and Marshall. Barton Hall.

Thursday, February 8

4:30 p.m. University Lecture: "The Mare, the Vixen, and the Bee: Feminine Excellence in Greek Thought." Helen F. North, professor and chairman, Dept. of Classics, Swarthmore College. Ives 215.

5 p.m. Christian Science Organization testimony meeting. Founders Room, Anabel Taylor Hall. Visitors are welcome.

7 & 9:45 p.m. *Rocco and His Brothers* and *Accottone*, subtitled foreign language films (1960, directed by Visconti and 1961, directed by Pasolini). Multipurpose Room, North Campus Union.

8 p.m. "900 Days: The Siege of Leningrad." A discussion by Harrison Salisbury of The New York Times, author of "900 Days" and Elena Skryabina, eyewitness and author of "Siege and Survival." Uris Auditorium.

8 p.m. Cornell Duplicate Bridge - regular duplicate game. Sage Hall Cafeteria.

8 p.m. *Roller Derby. Barton Hall. Sponsored by University Unions Program Board.

8:15 p.m. *Lecture-Demonstration. Dan Wagoner and Dancers. Barnes Hall.

Friday, February 9

4 p.m. *Freshman Hockey - Princeton. Lynah Rink.

7 & 9:15 p.m. *Cornell Cinema Film: *The Other*. Uris Auditorium.

7 & 9:15 p.m. *Cornell Cinema Film: *The Marx Brothers in At the Circus*. Willard Straight Theatre.

8 p.m. Dr. Thomas H. Leith, professor of natural science at York University, will give a lecture on "The Design of the World From Copernicus to Laplace: Changing Attitudes Towards the

Thursday, February 1, 1973

Evidence for God in Nature During the First Astronomical Revolution and Their Present Relevance. Ives 110.

8:15 p.m. *Dan Wagoner and Dancers performing in Statler Auditorium. Sponsored by the Cornell Dance Club.

Saturday, February 10

7 & 9:15 p.m. *Cornell Cinema Film: *The Other*. Uris Auditorium.

7 & 9:15 p.m. *Cornell Cinema Film: *The Marx Brothers in At the Circus*. Willard Straight Theatre.

8:15 p.m. *Cornell Polo Club - Harvard. Cornell Riding Hall.

8:30 p.m. *Concert: The Byrds and Sea Train and Orphan. Barton Hall. Sponsored by the Cornell Concert Commission. Barton Hall.

7:30 p.m. *Cornell India Association film: *World of Apu*. Goldwin Smith D.

Sunday, February 11

9:30 a.m. Yoga. Loft II, Willard Straight Hall.

9:30 a.m. Episcopal Church at Cornell. Worship, Anabel Taylor Chapel. Church school and nursery care provided. All are welcome.

10 a.m. Friends (Quaker) Meeting for worship. Anabel Taylor Blue Room.

11 a.m. Sage Chapel Convocation: Prof. Isma'il al-Faruqi, Dept. of Religion, Temple University, Phila., Pa.

4 p.m. Music Dept. Concert: Jerryl Davis, oboe; Ann Silsbee, piano, harpsichord; Gottfried Schatz, viola. Program: Works of Bach, Schumann, Dutilleux and Hanus. Barnes Hall.

7 & 9:45 p.m. *Cornell Cinema Film: *Hello, Dolly!* starring Barbra Streisand, directed by Gene Kelly. Statler Auditorium.

Exhibits

History of Science Collections: Recent Acquisitions. 215 Olin Library.

Andrew Dickson White Museum. The Museum will be closed to prepare for the move to the Herbert F. Johnson Museum.

ANNOUNCEMENTS

Writing Workshops: The English Dept. is sponsoring a tutorial service for the improvement of writing skills. Further information is available at Goldwin Smith 355.

*Admission charged.

Attendance at all events is limited to the approved seating capacity of the hall in which they are presented.

All items for the *Cornell Chronicle Calendar* must be submitted to the Office of Central Reservations, Willard Straight Hall (either through the mails or by leaving them at the Straight desk) at least 10 days prior to publication of the *Chronicle*. The *Calendar* is prepared for the *Chronicle* by the Office of Central Reservations.

1973-74 Budget to Be Balanced

Continued from Page 1

\$105.2 million with an estimated deficit of \$402,000.

The deficit elimination program began in 1971-72 following a 1970-71 deficit of more than \$1.8 million. The program involved academic program cutbacks totaling 10 per cent from 1971-72 through 1973-74 and reductions in administration and other supporting programs totaling 15 per cent, also over that three-year period.

The most notable factor in the program, according to Samuel A. Lawrence, vice president for administration, "has been the willingness of faculty, staff and students to accept increased costs and workloads, and to work within the rigors of a tighter financial discipline."

Corson noted that the balanced budget "also reflects significant improvement in gift income and income from investments. Regretably, our balanced budget requires yet another increase in tuition and in charges for student housing and dining services."

Tuition increases will be \$180 per year for students in Cornell's undergraduate endowed units. Students in Cornell's statutory units will have a tuition increase of \$150. Corson pointed out that these increases at Cornell "are less than what are planned at some Ivy League institutions and our overall tuition costs remain competitive."

Receipt of several large, unexpected gifts by the University and funds received from the reorganization and sale of Cornell Aeronautical Laboratory (CAL), has eased the last stage of the deficit elimination program, "which we feared would be the most painful," according to Corson.

The largest of the gifts was a bequest of more than \$6 million in October from the estate of Anthony O.R. Baldrige, a member of the Class of 1920. The bequest, unrestricted as to its use, has been invested in the University's Capital Fund to produce income in relief of Cornell's operating budget.

Cornell also received \$1.1 million in November from Calspan Corporation, formerly CAL, as part of the University's plan for disposition of the laboratory. Expenses of the sale will be charged to this fund, but the remainder of \$700,000 will be capitalized in the Capital Fund, also with income to be used in support of budget.

It is expected that in 1973-74 the University will receive approximately \$1.4 million in investment income from added capital realized from the Baldrige estate and the reorganization and sale of CAL.

"Because we know that we cannot soon again expect so substantial a boost in unrestricted income, we have assigned most of these funds to deferred costs and to projects which otherwise could not have been supported, or supported so soon, under the restrictive guidelines of the three-year cost reduction plan," Corson said.

In describing matters of special financial concern, Corson pointed to the need to establish a reserve for the future retirements of non-academic employees in the endowed colleges at Ithaca. The budget for the endowed colleges includes a \$635,000 estimated transfer from current funds to this reserve in 1973-74, representing the actuarial estimate of future retirement allowances arising out of services rendered during that year.

In addition, Corson said Cornell's financial strain will continue because of "the tasks of keeping abreast of new educational developments, of satisfying increasingly demanding regulatory and operating requirements and of catching up with backlog of unmet needs, together with continued inflation in salaries and plant expenses...."

Corson reminded the Board of the critical need for future planning and of the steps in that direction recommended in the report of the Advisory Committee on Long Range Financial Planning headed by Edmund T. Cranch, dean of the College of Engineering.

"...We cannot cut expenses much longer without seriously affecting the quality of Cornell," Corson said.