

PRESIDENT'S REPORT

*to the Board of Trustees and the
Alumni of Cornell University*

1955 - 1956



I HAVE the honor to present the annual report of Cornell University for the year 1955-1956, the eighty-seventh such report, being my fifth.

Inasmuch as any time span, as short as one year, inevitably merges past planning with present fulfillment and present dreams into future action, I have decided this year to devote attention to the five-year period 1951 to 1956, in order that we may trace a bit more graphically the flow of the University's development from the receding past to the ever-approaching future.

That this period coincides with my own administration is not of importance except that it is the period I know at first hand, and I know, too, how much of the fulfillment of that period was the result of the planning and efforts of days long past, just as our energies now are building patterns for the future that may be recounted only in some future report in distant years.

At any rate these five years have passed; they have just passed, and they have left certain milestones in Cornell's long history, now entering the final decade of its first century.

The University is in this period well on its way to realizing the goals, ideals, and visions of Ezra Cornell and Andrew Dickson White. It has opened its doors to men and women from almost every conceivable background; it has given instruction in hundreds of subjects, many outside even the imagination of its adventurous founders. It has been and continues to be a pioneer, free and courageous in its search for truth, mindful of great responsibilities to students, to alumni, and to its distinguished faculty.

The Educational Program

Let us first examine the five years' educational progress—our first and most important responsibility.

During this period, the University faculty established the Division of Unclassified Students to aid deserving students in transferring from one college or school of the University to another, and thus to help reduce student attrition. This division is making it possible for many worthwhile students of adequate but perhaps at first misdirected talents to avoid frustration and failure and to direct their energy into channels toward ultimate success.

Our College of Engineering and our New York State College of Agriculture faculties joined in developing a five-year program in agricultural engineering. This curriculum aids Cornell in its pre-eminence in this important new field, where the technologies of engineering and agriculture combine to strengthen the agricultural economy.

The traditional ability of Cornell to transcend divisional boundaries was further evidenced in several new projects. The School of Business and Public Administration collaborated with the College of Agriculture in a program in agricultural management; it also joined the School of Civil Engineering to offer their two degrees in a year less than the previous requirement. A summer forum of selected businessmen was launched for the annual appraisal of the impact of agriculture on the American business economy. The School of Business and Public Administration also extended its cooperative programs in joint courses with the Law School.

The Graduate School of Medical Sciences came into being to provide especially for instruction in basic medical sciences, and the Sloan-Kettering Division of the Cornell Medical College was developed to further our affiliation with the distinguished staff of the Sloan-Kettering Institute for Cancer Research. The Hospital for Special Surgery was built at the Cornell Medical Center, greatly aiding our teaching in orthopedic surgery and arthritis. Another significant development was the broadening of the teaching program at the Medical College to include adult and pediatric rehabilitation.

During this period, also, the curriculum of the School of Nursing has undergone extensive reappraisal and reorganization.

The School of Education extended its graduate services by the addition of a training and apprenticeship program to fit graduates of liberal arts colleges for elementary school teaching, under a \$250,000 grant from the Ford Foundation.

The School also, in cooperation with our New York State College of Agriculture, is engaged in a three-year project of training leaders in extension work from foreign countries and from the United States. Financed by a grant of \$500,000 from the Ford Foundation, this work is announcing again the good name of Cornell in many parts of the world.

The College of Arts and Sciences took steps to improve its educational counseling program for students. During this period, also, the College of Arts and Sciences created its Honors program, designed to free the exceptionally promising student for a substantial part of his time from the ordinary requirements of academic courses in order that he may broaden and deepen his understanding in the field of his special interest, explore branches of his chosen subject not represented in the regular course offerings, and gain experience in original investigation. A candidate for the degree of Bachelor of Arts with Honors is usually required to pass a comprehensive examination in his major subject or to submit a thesis or some other satisfactory evidence of capacity for independent work. When performance has been outstanding, the degree of Bachelor of Arts with High Honors is conferred.

The College of Arts and Sciences sent sociological and anthropological research teams to Peru, Thailand, Nova Scotia, India, and the American Southwest. The distinguished Far Eastern Studies program received a permanent endowment of \$500,000 from the Rockefeller Foundation.

The College of Arts and Sciences also approved basic curriculum changes and began a system of "common courses" in the senior year as a means of providing the student with a wider perspective on his college education. The "common

course" curriculum includes both specific and general requirements and is designed also to insure a basic competence in a foreign language as well as to introduce the student to the major sources of human knowledge.

Our New York State College of Agriculture has been working for the past four years with the University of the Philippines at Los Baños under a program sponsored by the International Cooperation Administration. In this significant project of international cooperation, Cornell has maintained a team of twelve scientists in the Philippines to assist in rebuilding the program of a college completely destroyed during World War II.

Cornell's pioneering five-year undergraduate program in the College of Engineering created a new "atomic power option," planned to give engineering students opportunity to study in the boundless fields created by nuclear research. To broaden the instruction possibilities, a new synchrotron was built in our Floyd Newman Laboratory of Nuclear Studies. Figures from Cornell's Placement Office show that graduates of the Cornell five-year engineering program (one of very few of its kind in America) consistently command higher starting salaries than graduates of four-year institutions. The starting salary for Cornell engineering graduates in 1956 averaged \$458, and ranged as high as \$860 a month. The Cornell program has been shown to offer the opportunity for broad education in the liberal arts without sacrificing valuable scientific and engineering instruction; it appears to be more successful, certainly from the engineering point of view, than the so-called three-and-two combined programs now in vogue elsewhere, in which students attend a liberal arts college for a three-year period and an engineering college for two years more.

New degrees established during the past five years include the Masters' degrees in nutritional science, food science, and seven engineering fields; the Doctor of Science in Veterinary Medicine; and new degrees in agricultural engineering and nuclear studies.

To speed up its service to the public, our New York State College of Home Economics has been experimenting with new activities for Farm and Home Week, workshops in consumer education, and an expanding program of conferences, institutes, and short courses.

The School of Business and Public Administration became a graduate school. With a grant of \$750,000 from the Sloan Foundation, the School has established the Sloan Institute of Hospital Administration, offering two years of graduate study at Cornell and a third in hospital administration apprenticeship, as well as short courses for hospital executives.

During the year just ending, 1955-1956, attention turned from the over-all curriculum to the individual teachers, as important steps were taken toward solving the vital problem of faculty salaries. It was the year of the Ford Foundation grants for faculty salaries, expected to provide endowment of almost \$4,000,000 for this purpose at Cornell.

During the five-year period, also, the Socony-Mobil Oil Company established a professorship at the University, demonstrating how intelligent and generous corporate support can provide direct and effective financial help to higher education. The Cornell class of 1916 demonstrated the latent power of the University's alumni body by endowing the Class of 1916 Professorship. The John L. Senior University Professorship in American Civilization, making it possible to add still another distinguished teacher and scholar to the Cornell staff, was established.

Our New York State School of Industrial and Labor Relations furthered its institute and short-course program by the addition of several related subject matter areas. Of perhaps outstanding significance has been its executive training program for the entire executive staff of American Airlines, broken into small groups which are brought to the Ithaca campus for intensive study and discussion.

Primary responsibility for administering the advanced professional degrees in architecture, fine arts, and regional planning was transferred from the Graduate School to the

College of Architecture. This was part of a pattern of having the various professional Masters' degrees administered by the professional division of the faculty directly concerned. The College of Architecture also engaged an entire architectural firm to demonstrate to its students how a team of designers functions. A program of visiting critics in architecture was also established.

The Andrew Dickson White Museum of Art was opened, and during its first year alone attracted more than 10,000 visitors.

For practicing lawyers, government officials, teachers, and law students, the Cornell Law School launched a ten-year program of faculty seminars and summer conferences on legal affairs of international importance. A grant of \$296,000 from the Ford Foundation made possible this expansion.

In each of the five years Cornell has allotted an increasing proportion of its own funds to salaries for faculty members. In 1950-1951, the total paid by the University for academic salaries was \$3,486,242; in 1955-1956 the total has risen to \$4,816,256, an increase of 38 per cent. During this period the full-time faculty of the endowed divisions remained practically constant.

Individual faculty members have won highest honors for professional achievement and for their contributions to higher education during these five years. Indeed, new honors come to Cornell faculty members almost daily. There have been winners of the Nobel Prize and of Guggenheim, Ford, and Fulbright Fellowships, and of many other distinguished awards; books published, articles contributed to scholarly journals, offices held in professional societies. Our teachers continue to travel throughout the world, enlarging and strengthening their intellectual resources and capacities for teaching; while at home the Cornell campus has been host to hundreds of stimulating leaders from all areas of human knowledge.

The atmosphere of academic freedom, a Cornell tradition from the beginning, has been vigorously maintained.

Research

The annual budget for sponsored research has grown from \$11,500,000 in 1951 to \$25,000,000 in 1956, with projects in fields ranging from aeronautics to veterinary medicine. A random sampling of the titles of Cornell research in a single year shows such project titles as "Wing Lift by Electrolytic Analogy," "Stability and Control in Aircraft," "Hybrid Berries," "The Solatron," "Nerves in Stimulating Growth," "Beach Profiles and Stability," "Long Range Photography," "Propagation of Elastic Waves," "Institutional Food Handling," "Synthesis of Elastometers," "Can Liberal Arts Graduates Teach?", "Distance Perception," and "Occupational Retirement."

The Vice President for Research, in successive annual reports, has outlined the remarkable growth of Cornell's research program on the Ithaca campus, at the Medical College in New York, at our New York State Agricultural Experiment Station campus at Geneva, and at the Cornell Aeronautical Laboratory in Buffalo. There has been notable off-campus research activity in cooperation with the Brookhaven National Laboratory, operated by the Associated Universities, Inc.; the Inter-University High Altitude Laboratory at Mt. Evans, Colorado; the Sloan-Kettering Institute for Cancer Research in New York; and the General Electric Advanced Electronics Center in Ithaca. Associated Universities, Inc., operated by a group of universities of which Cornell is one, is negotiating a contract with the National Science Foundation for the establishment of a National Radio Astronomy Facility in West Virginia. This will include a 140-foot reflector for studying phenomena received by radio waves from outer space. Operations will be conducted in a manner paralleling those followed in the case of the Brookhaven National Laboratory.

Although more than half of the total research budget has been allocated to the Aeronautical Laboratory in Buffalo, there has been advancement in all research activity throughout the University; at the Medical College alone more than 250 projects are under way. Unrestricted income resulting

from government research contracts for the endowed colleges at Ithaca has grown from \$364,000 in 1951 to more than \$500,000 in this current year.

The University Libraries

Total holdings in the University libraries reached the 1,500,000 mark during 1951-1952, and total library expenditures for salaries, books, periodicals, and binding were \$715,833.28. In 1956, Cornell owned 1,812,826 books, and expenditures totaled \$1,059,267.36. Circulation had grown from 539,169 books annually in 1951-1952 to 658,036 in 1955-1956, an increase of almost 22 per cent. In total volumes, the Cornell library ranks ninth among university libraries—behind Harvard, Yale, Illinois, Michigan, Columbia, California (Berkeley), Chicago, and Minnesota. A survey published last fall showed that library expenditures for books per student in 1953-1954 were \$55.94 at Yale; Cornell ranked thirteenth with expenditures of \$25.20 per student.

The library established a rare book and manuscript department during the five-year period, and there have been outstanding gifts to these collections. Notable acquisitions have been a collection of Lincoln manuscripts, a comprehensive collection of Booth Tarkington materials, a distinguished Kipling collection, and a collection of Theodore Roosevelt material. The Cornell Wordsworth collection, first acquired by the University in 1925, and numbering 1,000 items, has now grown to 3,206, including a large number of extremely rare pieces given during recent months. Cornell's collection of Wordsworth books is not surpassed by those of the British Museum or the Bodleian Library, and our collection of Wordsworth manuscripts is surpassed only by that of the Wordsworth family at Dove Cottage. Other significant library gifts during these years were the four folios of Shakespeare, the elephant folio edition of Audubon's *Birds of America*, and a Bernard Shaw collection of first editions, photographs, manuscripts, playbills, and letters.

The Cornell Collection of Regional History and University

Archives was established July 1, 1951, as successor to the University's regional history collection, and it has been systematically and vigorously assembling historical data. Total items in the collection are now estimated to be nearly 11,000,000, some 4,000,000 items having been added in the past year alone. This is one of the most important collections of New York State material in existence.

Completion of the Mann Library in 1951-1952 relieved pressure on other campus facilities, and there has been a continuous development of improved library facilities in several colleges and schools. The main University library building was renovated and reconditioned; a new roof, forced air ventilation, and fluorescent lighting were installed; the mathematics library became the responsibility of the Director of the University library; the Goldwin Smith library was reorganized under a full-time staff member; a new veterinary library will soon be occupied, as will a new engineering library in Carpenter Hall, now under construction; the Business and Public Administration library was organized and developed, and a new religious library was opened in Anabel Taylor Hall.

There has been a significant increase in the use of microfilm and other types of microreproduction: the library now has seven micro-readers. An increasing number of daily newspapers can now be read on film.

The Cornell University library has excellent book collections and an excellent staff, but it has suffered for the past forty years from lack of adequate space. No physical facility problem facing the University has more immediate urgency than that of library space, and plans are already under way for a new graduate and research library building.

The Physical Plant

Cornell's educational advancement during the past five years has called for new buildings, additions to existing buildings, and a widespread renovation program across the campus. Loyal donors have responded with gifts of money, New York State has provided generous appropriations, and

all over Cornell, from the Aeronautical Laboratory in Buffalo to our agricultural station on Long Island, builders have been and are at work.

More than 60 new building projects have been initiated at a total cost of more than \$45,000,000. This figure covers new buildings and major additions or renovations.

In addition to buildings, mention should be made of the continuing acquisition of many acres of land, adjoining and in the area of the campus—ramparts of Cornell's preparation and ability to meet future and unknown needs.

THE BUILDING PROGRAM, 1951-1956

<i>Building or facility</i>	<i>Date built or acquired</i>	<i>Cost</i>
Anabel Taylor Hall		
Campus interfaith headquarters.....	1952	\$ 1,975,000
Kimball and Thurston Halls		
Materials testing and metals processing.....	1952	1,736,410
High Voltage Laboratory		
School of Electrical Engineering.....	1952	112,361
Mann Library		
New York State Colleges of Agriculture and Home Economics.....	1953	3,008,887
Moakley House		
Golf club and golf course.....	1953	255,000
Sage College		
Women's dormitory renovation.....	1953	412,192
Pomology Storage		
New York State College of Agriculture, Ithaca campus.....	1953	130,927
Vegetable Storage		
New York State College of Agriculture, Long Island vegetable research farm.....	1953	125,157
Steam Plant and Tunnels		
New York State Agricultural Experiment Station, Geneva campus.....	1953	827,891
Squash Courts		
Athletic Association.....	1954	110,000
Greenhouses		
New York State College of Agriculture, Ithaca campus.....	1954	94,000
Teagle Hall		
Men's sports building.....	1954	2,135,000

<i>Building or facility</i>	<i>Date built or acquired</i>	<i>Cost</i>
University Halls		
Six dormitories for men	1954	\$ 4,000,000
Willard Straight Hall		
Addition to student union	1954	350,782
Andrew D. White Museum		
Renovation	1954	30,000
Barnes Hall		
Renovation for Cornell Campus Store	1954	223,000
F. W. Olin Hall		
Cornell Medical College dormitory in New York City	1954	2,118,827
Phillips Hall		
Electrical Engineering	1955	1,540,336
Greenhouses		
New York State Agricultural Experiment Station, Geneva campus	1955	18,416
Cornell Aeronautical Laboratory		
Addition at Buffalo	1955	1,750,000
Cornell Aeronautical Laboratory		
Warehouses at Buffalo	1955	25,000
Riley-Robb Hall		
Agricultural Engineering	1956	2,500,000
Chi Omega		
Sorority house, Ithaca campus	1956	150,000
Pleasant Grove Apartments		
96 housing units for married students	1956	867,000
The Big Red Barn		
Alumni center	1956	30,000
General Electric Electronics Laboratory		
Advanced electronics research, Ithaca	1956	280,000
Water Tower		
New York State colleges, Ithaca campus	1956	247,000

UNDER CONSTRUCTION IN 1956

Carpenter Hall		
Engineering administration and library		1,000,000
Gannett Clinic		
Student health		500,000
Lynah Hall		
Indoor skating rink		500,000
New York State College of Veterinary Medicine		
19 buildings		6,500,000
Ornithology Laboratory		
Bird study at Sapsucker Woods		100,000
Alice M. Statler Auditorium		
School of Hotel Administration		2,300,000

<i>Building or facility</i>	<i>Date built or acquired</i>	<i>Cost</i>
von Cramm Scholarship Residence Hall		
Scholarship hall for men.....	\$	300,000
Tennis Courts		
16 renovated; 4 new.....		100,000
Upson Hall		
Mechanical Engineering.....		1,500,000
Aeronautical Engineering.....		500,000
Service Building		
Addition for buildings and grounds department		100,000
Housing Units		
Renovations for 84 married students.....		335,000

APPROVED FOR CONSTRUCTION

Noyes Lodge		
Student club facility on Beebe Lake.....	\$	180,000
Collyer Boat House		
Facility for Cornell crews.....		200,000
New York State College of Industrial and Labor Relations		
Start of building renovations.....		2,000,000
New York State Experiment Station Food Processing		
Research building, Geneva campus.....		1,800,000
New York State College of Agriculture		
Poultry research laboratory.....		500,000
TOTAL.....		\$43,221,186

As this report goes to press comes the gift from Spencer T. Olin '21, of a building for civil engineering as a tribute to his father, F. W. Olin '86.

To repeat, most important in Cornell's plans for the future is a new graduate and research library. Preliminary studies are already underway for the building. Also, the State University of New York has earmarked some \$20,000,000 for building expansion and improvement of our state-supported colleges at Cornell, if the electorate approves a proposed bond issue.

A committee is also at work to prepare recommendations for a new women's physical education facility, another vital need.

University Organization

The past five years have seen significant organizational changes. The Office of Secretary of the University was abolished; the Office of Development was completely reorganized; the administrative functions were clarified through a revision of the University's By-laws. Positions of Controller and Director of the Budget were created and assigned appropriate duties.

Professional management consultants, financed partly by a grant from the Fund for the Advancement of Education, made a comprehensive study of the University's administration and administrative functions. The voluminous reports of this survey are now being analyzed by the various administrative officers, and appropriate organizational and functional changes are being inaugurated, where indicated, pursuant to the survey recommendations.

Significant among the many organizational changes has been the strengthening of the Cornell University Council—that group of dedicated Cornell alumni who are giving increasing and most effective counsel, advice, and hard work as the University faces the ever-increasing demands for its services consistent with its national leadership in the field of education.

Enrollment

Total enrollment in the University, while at a record high at the moment, has held constant around 10,500 during the past five years. Undergraduates have been limited by dormitory space for women, by academic facilities, and by our teaching staff. Each division is regulated by its own faculty standards as to total numbers, size of classes, and proliferation of curricula.

Students come to Cornell from every corner of the world, from every state and territory, from our overseas possessions, and from more than seventy foreign countries from Iceland to the Gold Coast, from Hong Kong to Haiti.

During the academic year 1955–1956, Cornell awarded 38 different degrees to 2,373 candidates, graduate and under-

graduate. Since its founding, the University has awarded 82 different degrees to 80,288 students. In the last five years, I have signed diplomas for 12,094 degrees—15 per cent of the all-time total.

This year's total entering class of more than 2,200 undergraduates was selected from more than 9,800 applicants for admission.

Student Life

Five years ago only 10 per cent of Cornell's freshman male students could be housed in permanent dormitories. The available living quarters throughout the Cornell community were often substandard, offering little identity with the University.

Construction of the six new University living halls for men has made it possible now for 89 per cent of all freshman men, together with a number of upperclassmen and graduate students, to live in modern housing on the campus. The new dormitories, opened in the fall of 1954, accommodate 1,382 men. They were financed by the University at a cost of \$4,000,000. Each dormitory is staffed by a married graduate resident with his wife, and by an unmarried graduate resident. There are also thirty-six student counselors, chosen from upperclassmen, with nondisciplinary guidance functions. All the graduate residents must take courses in the School of Education, and the student counselors are given instruction under guidance of the Office of the Dean of Men.

A new counseling program aims at integrating the new student into the life of the University through a dormitory-centered and continuous social and recreational program.

The University has adopted a new deferred rushing system for fraternity men, postponing freshman pledging until the new students have had an opportunity to become oriented with their class and with the University before entering the relative isolation of the fraternity group. This program is now the same as that prevailing for sorority women. Essentially all of our undergraduate women students are housed either in residence halls or sorority houses.

The traditional orientation program for new students, operating with the cooperation of the deans and faculties of the various colleges and schools under the over-all supervision of the Office of Dean of Men and Dean of Women, continues to be improved.

An important development of the past five years has been the new integration of the parents into the life of the University. Approximately 1200 parents are attending the annual Parents' Weekend each spring, an activity started in 1952 for the orientation of parents of Cornell freshmen. They have visited classes, talked with student counselors, seen the academic program in action in a series of guided tours; they have been entertained at the men's and women's dormitories and at the fraternity and sorority houses, and they have had opportunity to meet the president of the University, the academic deans and other administrative officers, faculty members, and student leaders. There are also Parents' Convocations each fall, at registration time, when parents of freshmen meet with Cornell's president and the deans of men and women, while their sons and daughters are attending other orientation meetings; parents receive a Parents' Newsletter issued by the University; and they are kept informed of campus activities through home town news stories from our Office of Public Information.

Cornell's first men's scholarship residence, von Cramm Scholarship Residence Hall, made possible by a gift from a charitable trust fund of a German-American family, is under construction and will provide housing for almost forty scholarship students. These men, assigned on the basis of scholarship proficiency, will live cooperatively and will have the advantages of a small residence hall and the economies of a cooperative undertaking.

Ninety-six new apartment units for married students were completed in 1956 to relieve a serious shortage; they opened with a waiting list almost as long as the list of successful applicants.

Student life has been greatly strengthened at Cornell by the opening of Anabel Taylor Hall in 1952, home of a vigorous

interfaith program which has been studied with interest throughout the academic world. The program, operating under a director and with thirteen full- or part-time denominational chaplains, has been brought within the framework of the university, under an advisory board, yet retains complete independence in the area of denominational or sectarian activities. It is estimated that the Cornell United Religious Work enlists the active interest and support of perhaps as many as a third of our undergraduate students.

Athletics

Cornell's athletic and recreational facilities, both present and under construction, are among the finest in the country. It has been a part of the program of the present administration to provide, in the isolation of Cornell's ideal surroundings, wholesome activities for recreational hours and week-ends, to strengthen the soundness and stature of our intercollegiate sports, and also to emphasize those carry-over sports which will contribute to the lifetime enjoyment and well-being of both students and alumni.

The opening of Teagle Hall in 1954, now used by more than 5,000 men students weekly, has made it possible for Cornell to develop one of the most extensive intramural programs in the country as well as to provide excellent facilities for several of our intercollegiate athletic teams. The Squash Courts building, and Moakley House with its adjacent additional nine holes of the golf course, all added in 1955, created further facilities for athletics and recreation. The old Ithaca Yacht Club on Cayuga Lake was leased as the home of the Cornell Yacht Club. In 1956, twenty tennis courts were either built or properly surfaced, and construction is well underway for James Lynah Hall, Cornell's indoor skating rink. Collyer Boat House, on Cayuga Lake's inlet, and Noyes Lodge on Beebe Lake are being made ready for early construction.

During the five-year period, the Ivy League has been formally organized, composed of Brown, Columbia, Cornell, Dartmouth, Harvard, Pennsylvania, Princeton, and Yale,

with an all-inclusive annual intercollegiate sports program among the group.

Outstanding remaining need for Cornell's well-rounded sports program is an athletic building for women, whose activities are now temporarily housed in the Old Armory.

Relations with New York State

During the past five years, considerable attention has been devoted to our relations with the State University and with the State of New York. Cornell is proud of its New York State Agricultural Experiment Station at Geneva; and of its New York State Colleges of Agriculture, of Home Economics, and of Veterinary Medicine; and of its New York State School of Industrial and Labor Relations. The complexities of our ties with the State University, and with the various state agencies of education and fiscal affairs, require constant interpretation, adjustment, and understanding.

Inaugurations of a new president of Cornell in 1951 and a new president of the State University shortly thereafter gave opportunity for thorough re-examination and reorientation of Cornell's responsibilities and obligations. The relations have developed on the basis of mutual confidence and further delineation of authority.

At present there is congenial, cordial, and frequent contact between the Ithaca and the Geneva campuses. Internal operating procedures have been introduced, tying more securely the various segments of the Ithaca campus together, regardless of source of fiscal support.

I take this opportunity of expressing Cornell's appreciation to the Governor, to the Commissioner of Education, and to the other officers of state government who serve Cornell in the capacity of Ex-Officio Trustees, to the Board of Regents, to the fiscal officers of the state, to the legislators who have devotedly financed the state-supported colleges of Cornell, and to the State University officials in whose partnership we are privileged to work.

Finances

There is no more impressive evidence of the loyalty of Cornell's alumni and friends, or of the stature of the institution, than the gift record of the University.

During the five years 1946-1951, the period of the Greater Cornell Fund effort, Cornell received more than \$23,000,000. During the five years 1951-1956, still under impetus from the Greater Cornell Fund activity, the University received total gifts from all sources of just under \$40,000,000, climaxed by the record \$10,400,000 gift income last year.

The yearly totals for this decade are as follows:

1946-1947	\$ 2,811,960
1947-1948	3,110,212
1948-1949	5,797,794
1949-1950	6,529,527
1950-1951	5,134,247
1951-1952	6,375,203
1952-1953	6,206,730
1953-1954	7,460,301
1954-1955	9,239,721
1955-1956	10,436,541

Between the years 1951-1952 and 1955-1956, total income from all sources rose from an annual \$41,900,000 to just under \$60,000,000.

There were occasional deficit years during the period, with the result that the accumulated operating deficit of the University stood on June 30, 1956, at \$213,000. Between 1951 and 1956, however, \$247,000 of capital expenses—real estate property, buildings, and architectural costs—were incurred and charged to current operations. The over-all annual operating expenses, in the usual business sense, have not resulted in deficits.

Further, during the period, the book value of total investments rose from \$58,800,000 to \$77,800,000; the market value from \$57,000,000 to approximately \$103,000,000. Investment reserve has increased from \$3,900,000 to \$13,000,000, while

the special income stabilization reserve has gone from \$1,100,000 to \$3,100,000 during these five years.

The value at cost of Cornell's properties presently devoted directly to educational purposes has risen from \$34,800,000 to \$59,000,000.

During the five-year period, tuition and fees in the endowed divisions have increased from \$700 to \$1,000 or slightly less than 43 per cent. This compares with an increase in operating costs of almost 48 per cent for the same period. Another increase of \$100 in fees will become effective July 1, 1957.

Cornell Development

In those congeries of activities through which the University meets its resource requirements, Cornell has been busily reappraising and reorganizing its staff and functions. University development in all its phases, including alumni activities and public information, is now centered in the office of one vice president. Communications with the faculty, with students, and with our constituency beyond the campus have received careful re-examination, to the end that Cornell may marshal its potential resources as effectively as possible.

University development, by its very nature, faces the future. There must first be dreams, then plans, then implementation, before reality is achieved. Nor can a development program in such a complex university ever operate with complete singleness of purpose. The needs are too great; the demands too insistent from too many quarters.

In the immediate future the University is committed to the task of finding funds for the great new research and graduate library previously mentioned. At the same time increased unrestricted giving is essential to our financial soundness if we are to attain appropriate salary levels and meet inflation's toll. Endowed professorships are a constantly pressing need; scholarship funds must be further increased to prevent our high tuition from creating a student body of economic privilege. Further building needs and long-deferred maintenance make their own insistent demands.

Our charge is to maintain a strong and vigorous University worthy of continuing and growing support, the success of which will insure the future, financially, as it did in the past.

We believe this to be a time for fundamental reassessment of our educational mission, a task requiring intimate and continuous cooperation between the various faculties and the University's central administration. University enrollment, already at record levels across the nation, may well be doubled in this country in the next fifteen or twenty years. Most of the private universities cannot, and probably should not, expand to any such extent. It cannot be foretold whether the pace-setters of the past will yield their positions of leadership to some more imaginative, more vigorous, more appealing newcomers. The basic philosophy of pedagogy will not change merely under the onslaught of new applicants for admission, but methods of teaching, the distribution of emphases in the curricula, the promise of value received for money spent, will call for changes, adaptations, experiments. Leadership will not go to those who fear or avoid change, but to those institutions who recognize it as the chief tradition of educational distinction.

The Cornell of Tomorrow

In the subtle alchemy of changing events as the Cornell of today becomes the Cornell of tomorrow, we face a challenging task. The one link which binds the bristling, inquisitive, productive activity of the present University to its vision of the future is the record of successes already won. While we plan for tomorrow, we must not lose respect for yesterday; for only thus do we encompass Cornell's greatness, so that as a University it derives a total strength which is greater than the sum of all its present parts.

Custodian of past achievement, repository for the learning of the ages, portent of events lying long years ahead—all of this is Cornell.

Our University, in the philosophy of its founder, was created in large part as protest against the stereotyped classical college of ninety years ago. Cornell through the years has

proliferated, grown distinguished, become known in many directions and for many excellences.

But deep and vital, and greatly needed in the world of tomorrow, are the cultural values and the intellectual stimulus of the liberal arts and sciences—the humanities, the social philosophies, the biological and physical sciences, which are the core of our Western civilization. Sacrificing these values, intellectualism becomes cruel as well as sordid, self-seeking, barbaric—a discipline only of the mind and not of the spirit.

Your present administration is dedicated to the building of the strength of this University in all of its parts, but particularly in these fundamental arts and sciences, which alone can furnish the world of tomorrow with the tolerance, the understanding, the discipline, the unselfishness, and the spiritual resources, required for our national and international leadership which we hold as a free people.

This task is possible only because of the vision and understanding of our Trustees, the strength and backing of the administrative and educational officials and the legislature of the State of New York, and the loyalty and generosity of more than eighty thousand Cornellians flung across the globe.

There is strength enough, if we can keep our visions high, our focus clear, and our spirits tuned to the changing times.

DEANE W. MALOTT, *President*

Ithaca, New York
October, 1956