

Balancing the Budget

Cornell's Finances Viewed

Along with most institutions of higher education in the United States, Cornell University is currently facing financial strain. To survive the tight economic situation and yet continue to provide the type of education Cornell has provided in the past, President Dale R. Corson has indicated that Cornell will pursue a policy of "selective excellence," while seeking to eliminate budget deficits by cutting costs and increasing income.

In a recent series of interviews, prior to consideration of the 1971-1972 budget at the next meeting of the Board of Trustees, three top University administrators provided more specific details behind the University's efforts to tighten its budget and increase income from both old and new sources. Robert A. Plane, provost, discussed budget planning for the academic units of the University. Samuel A. Lawrence, vice president for administration, described fiscal planning for the non-academic sections, while Steven Muller, vice president for public affairs, predicted increased government funds and continuing success for the annual giving programs as a means of increasing unrestricted income.

All three administrators were optimistic about the long-run success of money-saving and money raising efforts. "The financial squeeze on Cornell is not unique," Lawrence said. "We are, in fact, probably in a better position than most to absorb the shock."

In the academic areas of the University's operations, Plane said that each dean is being called upon to cut his school or college's budget four per cent in 1971-72, three per cent the following year and another three per cent in 1973-74—totalling 10 per cent over three years. The cuts, Plane said "represent what is needed to bring expenses in line with income."

Plane: "No Pot of Gold"

Plane called upon department chairmen, directors and deans to recognize that there is no "pot of gold" that exists someplace in Day Hall that can carry new programs, faculty salaries, expanded student services and all kinds of functions.

There will be no across-the-board salary increases at Cornell, as in past years, Plane said, but "those members of

the academic staff who are contributing the most to the total academic program of the University will be rewarded fairly."

The provost explained that

in 1970-71, Cornell will deplete the budget stabilization reserve which has been used to offset deficits of the past six years. "Backing this up,

Continued on page 3



ROBERT A. PLANE
Examines Academic Budget



STEVEN MULLER
V. P. for Public Affairs



SAMUEL A. LAWRENCE
Discusses Cornell Finances

Re-examination Of CURW Is Underway

A major restructuring of religious programs at Cornell University has begun with the aim substituting for Cornell United Religious Work (CURW) three new organizations that will carry on various religious and social functions.

The new organizations will be more independent of Cornell than is CURW, which is considered a department of the University. Two of the new organizations, the Center for Religion, Ethics, and Social Policy; and the Council of Federated Ministries, will be autonomous bodies with their own directorates. The third, the Office for the Coordination of University Religious Affairs, will

Continued on page 7

Senate Recommends ROTC Continuation

Cornell University's Reserve Officer Training Corps (ROTC), which has been the object of debate and opposition in recent years, should remain on campus, according to recommendations of the University Senate.

The Senate, in a five-hour-long meeting December 10, considered four proposals on the future of ROTC at Cornell. The proposals, which were prepared by the Senate's Committee on Military Training, ranged from supporting the maintenance of ROTC on campus to its abolition in one year.

The Senate finally approved a proposal that recognized "the prudence of maintaining a voluntary, commission-granting military education program on campus."

The resolution, which was

the third of four proposals, recommended that Cornell's ROTC "develop more desirable programs" along the lines of recommendations made by the Association of American Universities (AAU) in November.

The AAU recommended that

Continued on page 7



ROTC TO STAY— University Senate voted in December to maintain some form of "military education program on campus."

Report Shows \$47.4 Million Spent on Research in 1970

Research spending at Cornell in the 1970 fiscal year totaled \$47,394,698, an increase of 2.6 per cent from the previous year, according to an annual report of the Office of Sponsored Research.

The report, issued last month, showed that all of the endowed units increased research spending but all statutory units declined in the amount spent on research.

The report also showed a decrease in research money from armed services agencies. On the other hand, support from civilian agencies such as the National Science Foundation (NSF), the U.S. Office of Education, the Atomic Energy Commission (AEC), and the Department of the Interior, continued to increase.

As in past years, the report was divided into sponsored research and budgeted research. Sponsored research is work done on a contractual basis through the award of a grant or contract; budgeted research concerns money that appears in the University's budget and involves funds from either Cornell, the state or federal governments through special legislation.

Sponsored research in the endowed units totaled \$17,607,402, an increase of 6.1 per cent from research spending in fiscal 1969. Budgeted research in endowed units

totaled \$589,624, up 19.5 per cent from a year ago.

Sponsored research in the statutory units totaled \$5,264,859, an increase of 0.2 per cent from last year. Statutory units spent \$12,486,137 in budgeted research, a decrease of 2.6 per cent from last fiscal year.

The largest gain in total research expenditures in the endowed units was by the College of Arts and Sciences, which spent \$8,569,558, an increase of 6.4 per cent from last year.

The biggest loss in the statutory units, according to percentages, was shown by the School of Industrial and Labor Relations (ILR) with total research spending of \$817,161, a decline of 15.1 per cent. The College of Agriculture had the largest dollar decline.

Broken down by fields of endeavor, agriculture, medicine and nutrition, the physical sciences and engineering were the leaders in research spending. Agriculture's total of \$12,435,470 was 26.3 per cent of total research spending. Medicine and nutrition, which spent \$9,584,210, accounted for 20.3 per cent of the total. The physical sciences spent \$9,584,210, accounted for 20.3 per cent of the total. The physical sciences spent \$8,119,472 got 17.1 per cent of the total and engineering spent \$5,978,825 for 12.6 per cent.

Cornell Fund Donors Increase

A record number of donors pledged gifts to the Cornell Fund as the University's annual giving campaign passed the halfway mark. As of January 18, a total of 16,675 alumni and friends of Cornell, 2,388 more than had responded a year ago at this time, had pledged gifts amounting to \$1,476,265.

The amount pledged by January 18 was \$44,173 less than the comparable figure one year ago, but according to Harold D. Uris '25, the Fund's national chairman, the present lag has no bearing on final results.

Continued on page 7



Cornellians and Cornelliana

APPOINTMENTS

Humanist scholar and philosopher, **Max Black** will assume a key role in the Program on Science, Technology and Society, when he returns from leave to the Cornell campus next fall.

A member of Cornell's Department of Philosophy since 1946, Black is on a year's sabbatic leave at the Institute for Advanced Learning at Princeton engaged in research on the problems of meaning.

When Black returns to the campus, he will divide his research and teaching activities between the Department of Philosophy and the Program on Science, Technology, and Society. Formed two years ago, the program attempts to focus teaching and research on the relationship between science, technology and public policy, including defense policy, world food supplies, ecology, population growth and increased urbanization.

Jennie T.T. Farley, '54, a sociologist, was named Dec. 21 as academic coordinator of the University's newly established Female Studies Program. Mrs. Farley has already assumed her part-time duties as academic coordinator of the program which is aimed at broadening teaching and research about women. She is seeking to bring together faculty and students who share interests in the sociology, psychology, biology, history, education and literature of women.

A graduate of Cornell's College of Arts and Sciences in 1954, with a bachelor of arts degree in English, Mrs. Farley earned a master of science degree in 1969 and a doctorate degree in 1970, both in developmental sociology at Cornell.

Henry G. Vaughan has been appointed to the new position of director of management systems and analysis at Cornell. Vaughan, who holds a bachelor's degree in engineering and a master's degree in business and public administration from Cornell, will be responsible

for the development of quantitative techniques to measure and analyze university resources and activities.

He was graduated from the Sibley School of Mechanical Engineering at Cornell in 1961 with a bachelor's degree, majoring in thermodynamics. His master's degree in the Graduate School of Business and Public Administration was earned in 1962. In addition, he did graduate study in business administration at New York University in 1966. Since 1967, he has held various man-



JENNIE T. T. FARLEY
Female Studies Post

agement engineering posts with TRW Systems of Washington, D.C.

John W. Rudan, a senior consultant in the Office of Computer Services (OCS) since September, has been named acting director of the office which is headquartered in Langmuir Laboratory near the Tompkins County Airport. Rudan replaces Erik D. McWilliams who has been granted a year's leave of absence to serve as a staff associate in the Office of Computer Activities in the National Science Foundation (NSF) in Washington, D.C.

A native of Winnipeg, Manitoba, Rudan earned a bachelor of science degree in mechanical engineering from the University of Manitoba in 1955. He earned a master of science degree in industrial engineer-

ing from Cornell in 1962. He was associated with Cornell's Computing Center starting in 1959 and was director from 1964 to 1966 prior to the office's consolidation with the OCS.

Ned Rosen, a member of the Cornell University Faculty since 1961, has been named professor of industrial and labor relations and chairman of the Department of Organizational Behavior in the New York State School of Industrial and Labor Relations. A specialist in industrial psychology, Rosen's most recent publications have been concerned with the application of open systems theory to formal work organizations, leadership process in small groups, and extraneous behavior of human participants in psychological experiments. Rosen was graduated from Antioch College in 1953 with a bachelor of arts degree in economics and business administration. He earned a master's degree in labor and industrial relations at the University of Illinois in 1955 and his doctorate in psychology at Purdue University in 1960.

Cornell sociologist **Gerald Gordon** has been named professor of industrial and labor relations and sociology in the ILR School. Gordon is currently on leave and is writing a book concerned with the sociology of science, to be published by Praeger Publishers.

Gordon joined the Cornell faculty in 1966, after four years as an assistant professor at the University of Chicago. He earned his bachelor's degree (1953), his master's degree (1955), and his doctorate (1962) all at New York University.

John Silcox, member of the Cornell faculty since 1961, has been promoted to professor of applied physics in the College of Engineering. He came to Cornell after receiving his doctor of philosophy degree in physics from Cambridge University in England. He earned his bachelor of science degree, also in physics, from Bristol University in England. His field of study is superconductivity, ferromagnetism and crystal imperfections.

Arthur E. Nilsson has been named professor of finance, emeritus, by the Board of Trustees. Nilsson retired in July after 22 years on the faculty of the Graduate School of Business and Public Administration. He is an authority on corporation and investment finance.

Frank H. Golay, professor of economics and Asian studies, has been elected director of the Southeast Asia Program. He succeeds George Mc T. Kahin, who is on leave from

the University. Golay has been associate director of the program from 1961 to 1970. He came to Cornell as an assistant professor in 1953, became an associate professor in 1958 and professor in 1962. The Southeast Asia Program, considered one of the nation's finest, is now in its 20th year.

George C. Kent, head of the College of Department Agriculture's of Plant Pathology since 1950, has been appointed to the new post of coordinator of planning and development at the College. He will be concerned with physical facility needs of the College, as well as program development and faculty recruitment, according to the College's dean, Charles E. Palm.

Walter H. Ku has joined the faculty of the College of Engineering as associate professor of electrical engineering. He was a visiting associate professor at the University during the 1969-70 academic year. Before coming to Cornell, Ku was a senior scientist at Sylvania Electronic System's Applied Research Laboratory in Waltham, Mass.

Robert W. Balluffi, a professor of materials science and engineering at Cornell since 1964, has been named to the Francis Norwood Bard Professorship. Balluffi, an authority on crystal defects and radiation damage and diffusion in materials, earned a bachelor of science degree and doctor of philosophy degree from the Massachusetts Institute of Technology in 1947 and 1950, respectively. The professorship to which he was named was endowed in 1947 by the late Mr. Bard who was in Cornell's Class of 1904.

Walter R. Lynn, a member of Cornell's College of Engineering staff since 1961, has been appointed director of the School of Civil and Environmental Engineering. Formerly the School of Civil Engineering, the name of the school has been changed to emphasize the broadened scope of the educational programs and research activity underway and contemplated there.

Arthur W. Brodeur has been appointed director of public information, succeeding Tobin. His responsibilities include news media relations, radio and television, visual services, the **Cornell Chronicle**, published weekly for faculty, staff and students, and **Cornell Reports**, published eight times yearly for alumni. Brodeur joined the University staff in 1965 as a public information writer and director of the radio-television and film section, later serving as director of the News Section and

associate director of public information concerned with internal communications.

MISCELLANY

New Graduate Field — A pioneering effort in the combined study of the history of architecture and the history of urban planning has been initiated by the College of Architecture, Art and Planning, as a new field of graduate study. The new field, called the History of Architecture and Urban Development, is thought to be the first of its kind.

Indochinese Studies — The University has received a \$300,000 grant from the Ford Foundation, half of which will be used toward the estab-



TWO-MILER — Cornell junior trackman Phil Ritson, shown here during a snowy workout near Schoellkopf Crescent, broke the all-time Cornell record in the two-mile run with a time of 8:56.2 against Rutgers January 9 on Barton Hall's Tartan oval. Ritson's run broke the Cornell indoor and outdoor two-mile marks held by teammate Jon Anderson who finished second in the Rutgers meet two-mile run. The Big Red trackmen beat Rutgers, 73-36, for their second straight dual meet victory of the current indoor track season.

lishment of an endowed professorship in Indochinese studies. The other \$150,000 will be used to strengthen general studies in the area of Indochina over a three year period. A large portion of the funds will be used for the purchase of library books and for fellowships.

CORNELL REPORTS

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Senior Pursues Varied Interests

With this issue, Cornell Reports begins a series of "Conversations with Students". The first student profile is that of Dennis P. Carroll of Grantsville, Pa., a senior enrolled in the College of Engineering's College Program. The Carroll profile is one of several which comprise "Engineering at Cornell", a Cornell University announcement.

Dennis P. Carroll is a senior majoring in what is called the College Program in the College of Engineering. This is a program of studies which the student devises to follow some interdisciplinary or novel interest. Dennis is combining his interests in materials science and chemistry in his College Program. Someday he hopes to

be doing research on biomaterials, perhaps creating artificial organs. He is especially interested in the effects of radiation and isotopes on organisms.

During the summer between his junior and senior years in high school he took a course at Tuskegee Institute in Alabama on radiation and its effects. The ten-week course deepened his background in biology and physics and helped him learn how to take notes. More than that, attending an all-black college was "a great experience," Dennis says, "I found out what racism was all about. I was one of three whites at the summer session and we were all treated very warmly by the blacks. But the white townsfolk ignored us or harassed us. They applied the same prejudice they felt against the blacks to us."

Although his experience at Tuskegee had prepared him somewhat for college, Dennis says he had not anticipated the amount and intensity of academic work he found he had to do at Cornell. Throughout his college career, he has found contact with people the greatest stimulus to learning. He is fascinated by human behavior and enjoys taking courses in the Department of Psychology. Last year he took a course in neurobiology taught by Professor Thomas Eisner of the Division of Biological Sciences. He has also taken a course on attention and memory. His fascination with the learning experience has led him to consider teaching as a possible



ONE of Dennis' avocations is landscaping. Here he surveys the shrubs in the Cornell Plantations.

career.

Of his underclass program, Dennis says, "I learned a lot in spite of myself. My studies taught me how to think logically, how to approach a problem. I like to break all problems down to manageable parts. You don't have to memorize things if you can derive them. Education is a lifelong thing. I don't want to rush through my studies. While some want to have a working knowledge of a subject matter, others want to know in depth. I'm always trying to find the reason for something."

Dennis came to Cornell because of the fine reputation of the College of Arts and Sciences as well as the quality of the College of Engineering. "I saw the statement old Ezra made, 'I would found an institution where any person

can find instruction in any study.' Everything's here."

Because "everything's here," Dennis says Cornell students stay on the campus. Although the Ithaca campus is away from the bustle of the cities, the extensive program of visiting lecturers, concerts, and movies satisfies the need for diversion. Dennis likes to be away from civilization's distractions too, to be able to pursue his many outdoor interests. His hobbies are horticulture and landscaping. For a summer job he worked at a nursery.

To do new things all the time is his idea of a lifelong education. He tried fraternity living for a while, pledging Alpha Chi Sigma and rooming in the house his sophomore year. In his junior year the prospect of seclusion lured him into an off-campus apartment.



DENNIS P. CARROLL '71
"Trying to Find the Reasons"

Administrators Discuss Budget

Continued from page 1

"Plane said, 'is some \$18 million in unrestricted endowments,' which, if deficit-funding operations continue, would be gone in 1974, he estimated.

"At that stage, we would be in a spiral leading to disaster," Plane said, noting that other universities have been forced to such drastic extremes as dropping whole departments and even colleges to meet expenses once spendable endowments have been used up. "At that stage, economic considerations become the first consideration in determining academic policy," a situation Cornell is actively seeking to avoid, he said.

University Commitments

Plane stressed that the University will continue to honor its priorities, especially, "we are going to keep our excellent faculty... (and) are going to maintain the areas of strength and uniqueness that Cornell already has," he said. Specifically, Plane said the University is committed to the "educa-

tion of minority group students, social and environmental studies, and the humanities."

In relation to humanities, Plane said the university, in the role of a problem-solving institution, will be called upon to make decisions on problems of a social and environmental nature. "In order to make these kinds of decisions, it is going to be more important, not less important, that students and society in general understand itself, understand its background and be in a position to say that this worth more to mankind than that. This is the task that the humanities should handle" he concluded.

Lawrence, in an interview on the non-academic section budgeting process, described the University's financial position as "severe but not insurmountable."

Non-academic Budgeting

The vice president for administration, who took office last summer, said he was generally optimistic about Cornell's ability to halt the six-year

trend of increasing deficits, but tempered his optimism with considerable caution.

"With some extra effort and a willingness to re-examine some existing expenses, and defer for a bit some of the things we would like to do," Lawrence said, "coupled with an upturn in the economy and a little luck, we should be able to work out of the present problems."

Lawrence said he is determined to effect even greater savings in the non-academic areas than the proposed 10-per-cent-over-three-years formula in operation in the academic areas. This is in recognition "of the fact that the main purpose of the University is instruction and research and that we should hold support costs to a minimum," he stated. However, many of these support expenses, Lawrence noted, "are particularly susceptible to cost inflation."

Specifically, Lawrence explained that those support areas which generate income, such

as the departments of housing and dining, would be expected to operate on a break-even basis. Units supported with general University funds, however, have been instructed to cut expenses by 15 per cent over three years.

1973-4 Set as Break-even Year

He set the 1973-74 budget as the year for breaking even, listing three factors as sources of optimism: what he termed a "growing awareness in the University" that the financial squeeze is real; that Cornell is actually in a better position than many universities to face that current financial squeeze; and that there "are currently unused or underutilized funds which we can apply to current operating needs." He added that increasingly close financial scrutiny and management "can help to assume full value for each dollar spent."

While Lawrence and Plane concentrated on ways of cutting expenditures, Vice President of Public Affairs Steven Mul-

Continued on page 7

Three Scholars Named to White Professorships

British art historian Ernst H. Gombrich, American mathematician Ralph E. Gomory, and Indian sociologist Mysore N. Srinivas have been named Andrew D. White Professors-at-Large at Cornell.

University President Dale R. Corson made the announcement of their addition to a distinguished list of 17 international scholars, including two Nobel Prize winners, serving as professors-at-large at Cornell.

The institution of "Professors-at-Large" has its origins in Cornell's early history. Andrew D. White, the first president, inaugurated the position of "nonresident professor" to be held by eminent visiting scholars, who would periodically visit the University in order to supplement the activities of the permanent faculty. Among the men he brought were Louis Agassiz, James Russell Lowell, Bayard Taylor, Goldwin Smith and James Anthony Froude.

Current Professors-at-Large include Canadian literary theorist Northrop Frye; German chemist Manfred Eigen, a recipient of a Nobel Prize for Chemistry in 1967; Polish-born mathematician Mark Kac; American geneticist Barbara McClintock; American Dante scholar Charles Southward Singleton; Mexican historian Daniel Cosío Villegas, and British Nobel Prize winner in physiology and medicine, Sir Peter B. Medawar.

One of the three new professors-at-large, Gombrich, is director of the Warburg Institute, University of London, and is one of the world's distinguished historians of art. He is known for his book, "Art and Illusion" (1960), among other notable writings. Gombrich has been Professor of the History of the Classical Tradition at the University of London and director of the Warburg Institute since 1959.

Gomory is a leading authority in modern applied mathematics and has had extensive experience in the administration of basic research. He is currently Director of Research for International Business Machines Corporation (IBM).

Gomory received his bachelor of arts degree from Williams College in 1950, spent one year at Kings College, Cambridge, England, and obtained his doctorate in mathematics from Princeton University in 1954.

Srinivas is a professor of sociology at the University of Delhi, India. He is an anthropologist and sociologist whose accomplishments in the fields of religion and Indian ethnology have received international recognition.



Four-year-old Joanna LaHoud concentrates on "staying within the lines."

to be part of cornell again . . .



The three-to-five year set (and one instructor) take to the wheels.

Alumni University



Alumni stroll through the Laboratory of Ornithology's Sapsucker Woods.



Walter R. Lynn, right, professor of environmental systems engineering, conducts an Alumni University Seminar.



Charlotte Williams Conable '51, wife of Congressman Barber Conable Jr. '42, listens to a lecture.



The return to the academic milieu brings with it intellectual intensity.

Theme for '71: "Change and the Human Condition"

Ithaca winters...the wind blowing across the Arts Quad...trudging up Libe Slope to make the eight o'clock class.

If any Cornellian has ever wondered what he missed by leaving in June, the University offers a good way to find out: Cornell Alumni University. Hundreds of alumni have been returning each summer for the past three years to take part in an intensive academic program led by the University's faculty. Individuals, married couples, and entire families attend Alumni University and all have found it an enriching experience.

To attend Alumni University is to be part of Cornell again...

The full academic program consists of two one-week courses offered in consecutive weeks and run by separate groups of four faculty members. It is then repeated in its entirety, extending Alumni University over the course of four weeks. In this way, alumni have the option of attending any one-week session out of the four or of coming for two consecutive weeks and participating in both academic programs with different faculty members each week.

Faculty members, each an acknowledged expert in his field, give morning lectures in which they bring their expertise to bear on the central theme of each week's course. This theme, intended to create an increased understanding of current issues, can vary from "The City and the Individual" to "The Work of Art: Private Creation and Social Concerns." The approach to each subject is interdisciplinary. "The City and the Individual," for example, might be examined by an historian, an English professor, a city planner.

The intellectual stimulation spills over into the coffee breaks between lectures where alumni compare notes or engage in discussions (and even arguments) with professors and each other.

"Did you hear about the bloody fights we had in the seminars?" commented one alumnus.

The seminar discussions, led by faculty members after the morning lectures, range from the calm and reflective to the excited and fast-paced. The stimulus comes from a coming together of intelligent people all interested in one subject. Some are in their twenties, others in their eighties, and they come from various sections of the country. Encouraged by faculty, their different views spark stimulating, even abrasive, exchanges, and lead to increased self-awareness on both sides.

Participants in Alumni University receive advance reading material months before the summer program begins. This year the reading will include Charles Reich's *The Greening of America*, Kenneth Keniston's *Young Radicals*, selections from the Bible and selections from Early Midrashic Jewish literature.

Alumni University is the learning experience minus exams...

And the experience is fully as stimulating for faculty as it is for the alumni. They not only find it challenging to work with adults in a classroom setting, but they also hear distinguished lecturers from departments other than their own. As one faculty member put it, "I came to a fuller realization that many different fields are talking about the same problems."

The academic program is not allowed to dominate Alumni University. Afternoons and evenings are left free, for this is a vacation as well as an educational experience. You can take advantage of the many activities at the University such as lectures, plays and concerts. There are optional guided tours scheduled for every afternoon: the Cornell Plantations; the Laboratory of Ornithology at Sapsucker Woods; the Synchrotron. Or, there are athletic facilities: tennis, swimming parties at state parks; sailing on Cayuga Lake; golf on the University's 18-hole course.

Alumni University is a family affair. Parents and children are given adjoining rooms in Mary Donlon Hall and they can share activities when they wish.

Nearly 700 Cornell children have come to Alumni University over the years. While their parents are occupied with the adult program, they follow a day-long schedule of their own activities. For three to five year olds, the staff conducts a nursery school. A day camp is provided for the six to twelve

year old group, with swimming, hiking, nature studies, and arts and crafts classes. They enjoy Sapsucker Woods where a graduate student in conservation points out features around the ten-acre pond which illustrate the balance of nature. These "ecology walks" became so popular with the children that teenagers and adults arranged similar trips for themselves. For teenagers, the program centers around educational experience. They visit University departments and learn about some of the more sophisticated research being done at Cornell. During one summer session, teenagers organized a survey to determine the pollution level of a creek that runs through the campus. Homeowners in the area cooperated by allowing them to insert colored dye packets in home sewer systems. As the dye emerged in the creek, it indicated plumbing defects which might cause pollution.

The broad theme for this summer's sessions will be "Change and the Human Condition." The faculty will include: Walter LaFeber, Marie Underhill Noll Professor of American History; David I. Grossvogel, Goldwin Smith Professor of Comparative Literature and Romance Studies; Calum Carmichael, associate professor of Biblical and Semitic studies; Dominick LaCapra, assistant professor of history; Mrs. Eleanor Macklin, lecturer and research associate in the Department of Human Development and Family Studies; Albert Silverman, professor of physics; Daniel Sisler, associate professor of agricultural economics; and Robert Summers, professor of law.

The theme is change: leaving the old and comfortable ideas behind; concepts like class conflict, bureaucratization, charisma; the "Green Revolution" in agriculture and what it might mean; the Bible; the multinational corporation; youth-adult relationships, the drug culture. These are only a few of the things which will be happening in Ithaca next summer.

Cornell Alumni University is many different things. It's exposure to the scholarly mind at work, learning from other Cornellians, brushing out the intellectual cobwebs, relaxing with new-found friends. It's alumni from the early 1900s rubbing shoulders with those from the '60s. It's also a youngster's first look at moon rocks, kids enjoying themselves.

It's a new experience for all members of the family. How about you? Will we see you this summer? Will you be part of Cornell again?

The inclusive cost per week for adults is \$130 and \$80 for children which covers tuition, fees, room, meals, books and all supplies. A registration fee of \$25 per adult and \$15 per youngster is required, and although not refundable after June 1, it will apply to total charges. (Parents of Cornellians, and friends, are welcome providing space is available.) Space is limited and reservations will be taken on a first-come first-served basis upon receipt of the completed form below.



A. Silverman



D. LaCapra



W. LaFeber



D.I. Crossvogel



D. Sisler



C. Carmichael



E. D. Macklin



R. S. Summers

Cornell Alumni University, 431 Day Hall, Cornell University, Ithaca, New York 14850			
Please reserve _____ spaces in Cornell Alumni University @ \$130/week per adult and \$80/week per youngster.			
Week 1	Week 2	Week 3	Week 4
7/11-17	7/18-24	7/25-31	8/1-7
Name _____ Class _____ @ \$25			Registration Fee \$ _____
_____ Class _____ @ \$25			_____
Street Address _____		Phone # _____	
City _____		State & Zip Code _____	
Children Attending			
_____	Age _____	@ \$15	\$ _____
_____	as of _____	@ \$15	_____
_____	7/1/71	@ \$15	_____
Please make checks payable to Cornell Alumni University. Total Deposit \$ _____			

General Services Buys All

Six gallons of blood, a couple of buckets of sheep eyes, a rat's brain, one Zamboni—these are just a few of the requests that cross the desk of Cornell University's director of general services in a week.

After 23 years of involvement in purchasing, Wallace B. Rogers doesn't bat an eyelash at any request — not even when he's asked to pay for vampire bats.

"We get some real dandies,"

Program to Help Cornellians Win Awards Set Up

A special program has been set up to help Cornell's "best students, graduates and faculty obtain awards and internships" by the Office of the Vice President for Social and Environmental Studies and the Career Center.

"Project Promote" has been established to serve as a clearinghouse for information on various awards and programs which are available, and as a means for gathering and sharing the experiences these programs provide.

The project is a two-year experiment to "explore and test ways and means suitable to the University community for identifying, encouraging and supporting Cornell contestants" for awards and internships, according to Mrs. Carol Husbands, administrative assistant to Lisle C. Carter, vice president for social and environmental studies.

Among the programs Project Promote will be concerned with are: White House Fellowships, New York City Urban Fellowships, Robert F. Kennedy Fellowships, Rhodes Scholarships, and the like.

The project will revolve around an informal work group with participants from all Cornell schools and colleges, the University administration and the Cornell Alumni Association. Its activities will be coordinated by secretaries from the Career Center and from Carter's office. These offices will be repositories for information about award programs selected for attention by the group.

"Cornell University," said David Cullings, assistant director of the Career Center, "has no deliberate, organized means for assuring that its best students, graduates or faculty obtain prestigious awards or internships for which they are eligible. There is no clearinghouse responsible for gathering information about such awards, no organization or procedure for identifying and promoting gifted Cornellians

Rogers said in reference to requests.

Most of the requests are for research projects—but not all of them. His 21-member department still buys typewriters and pencils, too, but his staff is constantly bewildered by some of the requests.

The blood—six gallons a week—comes from a nearby slaughter house and is fed to a colony of vampire bats used by a zoologist. The bats themselves are bought not from Transylvania, but from South American. The going price for a gallon of blood—either from pigs or cows—is between \$1.50 and \$2.

A request for 240 sheep eyes for a genetics course caused no problem and cost \$57.60. Ten bull frog skeletons also were ordered for the same department at a total cost of \$275. The rat's brain, along with six animal hearts and a preserved wood tick were routine for the purchasing staff. Another order—this one from an entomologist—was for 250 grasshoppers and, in case you're interested, the whole lot cost \$30.

The department Rogers heads spent \$16,437,569 last year buying more than 40,000 items ranging in price from 17 cents for a few screws to \$927,062 for some computer components.

"When you buy that many things, especially at a place like Cornell, you're bound to get some peculiar requests," Rogers said.

The department buys everything for the University except items for new construction, foodstuffs or books for the library. Many of the items are bought directly from companies that specialize in out-of-the-ordinary things for research. But others take some research from the buyers before they come up with a filled order.

Sometimes—but not often—they run into a brick wall. Once a noted bacteriologist in the dairy department asked for a complex chemical for which there was no known source. Rogers wrote to a manufacturer who made a product similar to the one requested by the scientist. This manufacturer referred Rogers to another firm—and so on until about a dozen firms were canvassed. After about six weeks a letter came from a firm with this message:

"To the best of our knowledge, the only person who can possibly develop the item you want is a noted bacteriologist on the dairy staff at Cornell."

Then there was the professor who wanted some red tinted eyeglasses for chickens. In this way, the professor explained, chickens might be kept from pecking wounded

chickens when they saw blood on them.

Once a zoologist asked for eight miles of telephone wires. The reason? Simple. The professor had imbedded transistorized radio transmitters in woodchucks and he needed the wire to string up an antenna to pick up the radio signals from the transmitters. He was trying to learn more about the migratory habits of woodchucks.

A few years ago an urgent call came from a professor in the College of Agriculture asking for a 40-ton carload of sand—right away. He needed it to condition a test garden plot. In the same breath, he asked purchasing to get on a "rush" basis a 10-gram weight to replace one he had misplaced from a set of balance weights.

Oh, yes, that request for a Zamboni. No problem at all. Any of Cornell's rabid hockey fans knows that a Zamboni is a jeep-like vehicle specially equipped for cleaning and resurfacing ice in a skating area. The request was from the Department of Physical Education and Athletics.

"The vehicle has long been paid for with the money saved in time and maintenance costs," Rogers said.

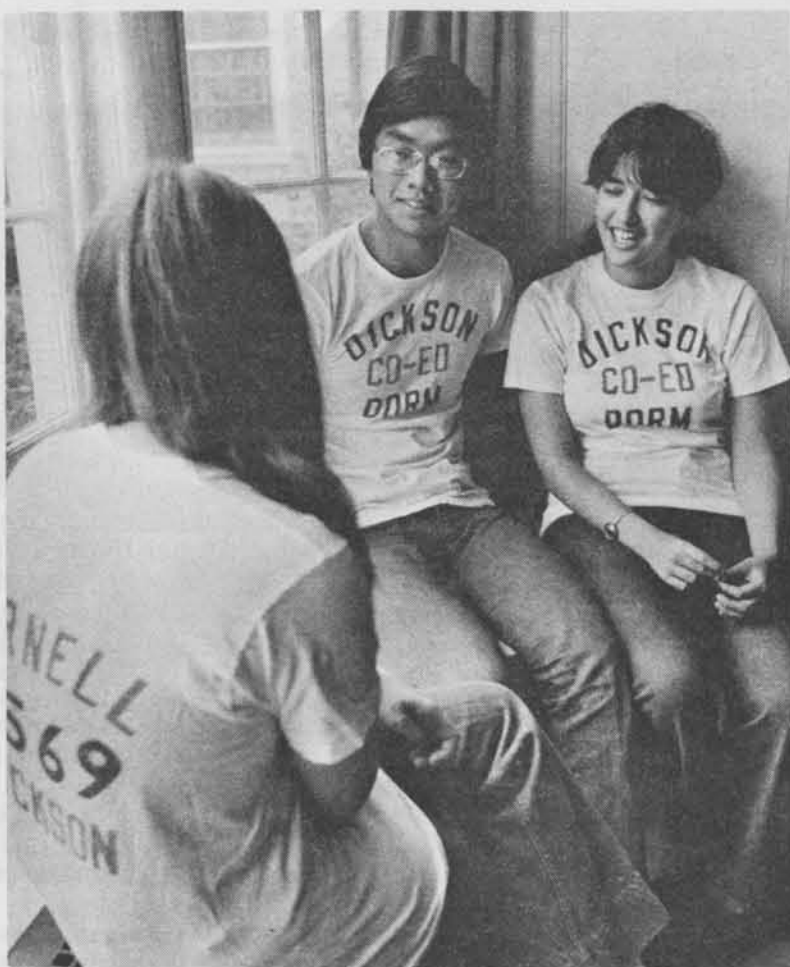
ILR Labor Education Plan Grows in New York City

A nondescript building on Manhattan's East 40th Street does nothing to remind the visitor of rural Ithaca, and the red Cornell insignia over the door looks strangely out of place in the urban setting.

Yet the building (or two floors of it) is just as much a part of the Cornell campus as Ives Hall—it is the New York City District Office of the School of Industrial and Labor Relations. While thousands of teenaged freshmen were matriculating in Barton Hall in September, some 225 working men and women, averaging 40 years of age, were beginning courses in the third year of operation of the Labor Liberal Arts Program, one of the New York District's many programs.

The people, mostly union members and leaders, are studying in a two-year program aimed at improving their union-related skills as well as their general educational background. None are college graduates, although most have a high school diploma or its equivalent.

The curriculum covers a wide range of topics from the strictly pragmatic to the theoretical. Some of the courses deal with topics useful to union and



THE ENTREPRENEURIAL TOUCH—Frank Moy, Ag. '74, displays, with a little help from his friends, the results of his socio-economic insights. The personalized-hand-stenciled-by-Moy T-shirts are sold by Moy for \$3 indiscriminately to either men or women living in Clara Dickson Six, (or to any one else who wants one) one of several coeducational dormitories opened on campus for the first time this fall. On the right is Adriana Vernon, Arts '74, and on the left is Bonnie Brier, Arts '72.

community leaders — public speaking, labor law, writing skills and the like. Also part of the program, however, are the liberal arts courses—history, economics, American culture and human affairs.

The District Office, which runs many training and informational programs for union and community groups in New York City, began this program

as a facet of labor leadership education, Mrs. Lois Gray, ILR district director, said.

But, unlike the short term programs many industries and professions offer, the ILR program "capitalizes on the vocational interests of the students, with a broad background relating to labor interests and social problems," Mrs. Gray said.

Senate Approves New Academic Calendar

A new academic calendar for Cornell's 1971-2 school year has been approved by the University Senate at its December 17 meeting. The Senate, which has jurisdiction over the calendar, overwhelmingly approved the recommendation of its Committee on the Calendar.

The new calendar places the end of the first semester before Christmas Vacation, a measure which has been advocated by various members of the University community for a number of years. The year will start and end earlier than in the past.

Registration for the fall semester will be Sept. 2-3, with instruction beginning Septem-

ber 6. Thanksgiving Recess takes place Nov. 24-28, and Fall Term instruction ends Dec. 11. Independent Study Period follows, until Thursday, Dec. 16, when final examinations begin. Exams end Dec. 23.

Christmas Recess and Inter-session are combined in the new calendar, with the Spring Term beginning Jan. 20 with registration. Spring Recess is scheduled from March 18-27. Spring term instruction ends May 6, and Independent Study Period is set for May 6-15. Exams follow, ending on May 22. Cornell's 104th Commencement is scheduled for Friday, May 26.

Administrators Discuss Budget

Continued from page 3

ler discussed methods of increasing income from government sources and the University's annual alumni giving program.

Muller said that "the University is doing rather well in increasing gift income from private sources, although like other sources of income, it has not been rising as fast as ex-

CURW Under Study

Continued from page 1

be an official office of Cornell and its director will be an officer of the University.

The reorganization was necessary for two basic reasons, according to W. Jack Lewis, director of CURW. Referring to the title Cornell United Religious Work, Lewis said, "The word 'united' was more fiction than fact because of the wide range of theological perspectives. The Council clarifies these differences."

Also, Lewis said the University felt that because CURW was a department of the University, the University was in an awkward position of being responsible for certain functions over which it had no control.

Essentially, the new structure will carry out most of the current functions of CURW, although under different auspices.

The Office for the Coordination of University Religious Affairs will administer Anabel Taylor Hall for religious and other groups; will provide an information and referral service for religious counselors; programs, projects and worship services; will serve as a liaison between the Center, the Council and University divisions and departments; and will help coordinate and interpret religious affairs at Cornell.

The Center for Religion, Ethics, and Social Policy will be a chartered independent educational institution that will succeed the non-denominational program of CURW. As a means of exploring and analyzing the relationships between "belief systems and the development of social policy," the Center will initiate lectureships, conferences, research programs, action projects and publications dealing with religious, ethical and ideological implications of social policy.

The Council of Federated Ministries will give the many autonomous denominations and other religious bodies at Cornell opportunities for joint programming and interreligious cooperation. It is expected that the 17 denominations at Cornell and some other religious bodies will be charter members of the Council.

penses." Muller stressed that unrestricted income "is the very life blood of Cornell." Unrestricted funds pay for the basic teaching and educational programs of the endowed colleges as well as for various educational facilities used by both state and endowed units. Such income is derived from tuition and fees, income from unrestricted capital investments and unrestricted gifts, such as those from the Cornell Fund.

Unrestricted Gifts Crucial

Because two of the sources of this income are relatively fixed, Muller said, "the challenge, then, is to get enough additional unrestricted gifts each year to keep up with inflation and rising expenses."

Muller expressed concern, however, at the level of corporate gifts to higher education in general. "I would have to say that Cornell and most other institutions of higher education have been concerned that the total fraction of the unrestricted support from the business sector of American society is small," he said.

Muller also placed special emphasis on the importance of unrestricted governmental support for Cornell. He praised New York State's program, which provides grants to universities on the basis of the number of degrees the institution grants. He expressed the hope that those grants would be increased as has been proposed by the New York State Regents.

However, Muller said that such programs are necessary on a federal level. "It is worrisome that the Carnegie Commission... and other national bodies have been saying for quite some time now that colleges and universities face severe problems that cannot be solved unless the federal government comes to their assistance," the vice president said, "but no program has been developed yet."

I don't think it is a question of whether this will be done," he said, "I think it is a question of when."

Alumni Senate Election Rules Are Clarified

The University Senate Committee on Nominations and elections has ruled recently on the conduct of the election of alumni senators. The Committee ruled that "the board of Directors (of the Cornell Alumni Association) is an appropriate body to elect alumni senators. This ruling is based on Title XI, Section 6 of the Senate By-laws which states: 'Alumni elections shall be held annually under the auspices of the Cornell Alumni Association for alumni senators, whose term will commence the following March.'"

Icemen Squeak by Harvard, 5-4



GOAL—Cornell's varsity hockey team scrambles around the nets in a recent game against ivy foe, Pennsylvania.

Senate on ROTC

Continued from page 1

ROTC should become more flexible and more responsive to conditions on the individual campuses which host ROTC programs. The association further urged greater cooperation between the military and host institutions, especially where academic credit is involved. Finally, the AAU said the federal government should reimburse ROTC host institutions for all costs resulting from ROTC programs.

Cornell President Dale R. Corson accepted the Senate's recommendations and pledged to "work vigorously toward their realization." He noted that the Senate action parallels the position adopted by the University Faculty last November and because of this said he saw no need to consult with the faculty on the recommendations.

Of prime importance in the Senate's lengthy discussion of

the four ROTC proposals was the maintenance of the land-grant status of the University should the Senate decide to drop ROTC.

Two of the proposals recommended eliminating ROTC from the campus. Resolution I recommended that ROTC immediately be given the legally required one year's notice terminating contracts between Cornell and all ROTC programs.

Resolution II stated that the land-grant status is essential to the interests of the University and proposed substituting military education and studies within the University's existing departments for the ROTC programs.

Resolution IV simply recommended the maintenance of ROTC on the campus and affirmed the rights of students to take part in such a military training program on campus.

The Big Red Hockey team—ranked sixth in the nation and winners of the ECAC tournament in Boston—is sporting an eight game winning streak with a season's record of 9-2 and an Ivy League record of 3-1.

The team earned its eight successive victory the hard way—and 48th straight Cornell triumph at Lynah rink—by beating Harvard 5-4 in a sudden death overtime in front of 4,700 Cornell fans.

In the final minute of play, with Cornell down one goal, the frenzied crowd watch Cornell coach Dick Bertrand remove goalie Brain Cropper '71 as Cornell attacked with six men.

The gamble paid off when a shot by Ron Simpson '72 was deflected into the Harvard goal by Kevin Pettit '71 with fifteen seconds remaining on the clock in regulation time.

In the overtime period, Jim Higgs '72 scored a 40 foot slap shot to win the game while Cornell was down one man because of a penalty.

In the ECAC Christmas tournament, the Big Red sextet beat New Hampshire 6-2 the first night, and trounced Boston College 12-2 for the championship.

The Big Red had its two set backs on the road. The team lost to RPI 6-3 and Brown 3-2. The two-game losing streak ended a winning skein that stretched over three seasons.

The team's leading scorer is center Larry Fullan '71, with 24 points on nine goals and 15 assists. He is closely followed by Dave Westner '72 who has scored 23 points on 14 goals and nine assists. Higgs '72 has scored and assisted in the last six games.

The victory over Harvard was the 12th consecutive for the Big Red sextet over its Crimson foe. Harvard is generally regarded as the No. 2 or No. 3 team in the ECAC.

Tours Available

Prospective students and returning alumni both may find guided campus tours an interesting and comprehensive way to gain new impressions of life and learning at Cornell.

Campus tours are conducted by student guides every day except Sunday and University holidays. Tours, which are free of charge, leave the Willard Straight Hall lobby at 1:30 p.m. on weekdays and 11:30 a.m. Saturdays until March 27. During the spring (March 29 until May 29) there is an additional weekday tour leaving the Straight at 11:15 a.m.

Special tours for groups of more than ten persons can also be arranged at other times. Interested visitors should write well in advance to the Campus Tour Service, Day Hall, to set up such tours.

Cornell Fund

Continued from page 1

"Historically, the pattern of giving is an erratic one," he said, "varying with the stock market and income tax considerations. Other factors, among them the gratifying increase in number of donors, indicate that the Fund will be over the top by June."

Response to this year's "step-ahead" challenge from a small group of alumni is also encouraging, Uris said. To date, 1,714 donors have contributed \$272,651 in new or increased gifts which qualify for matching funds from the challenge.

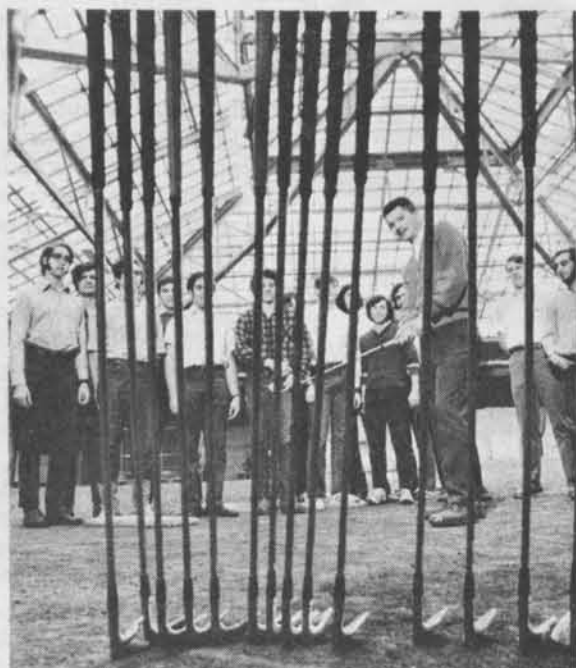
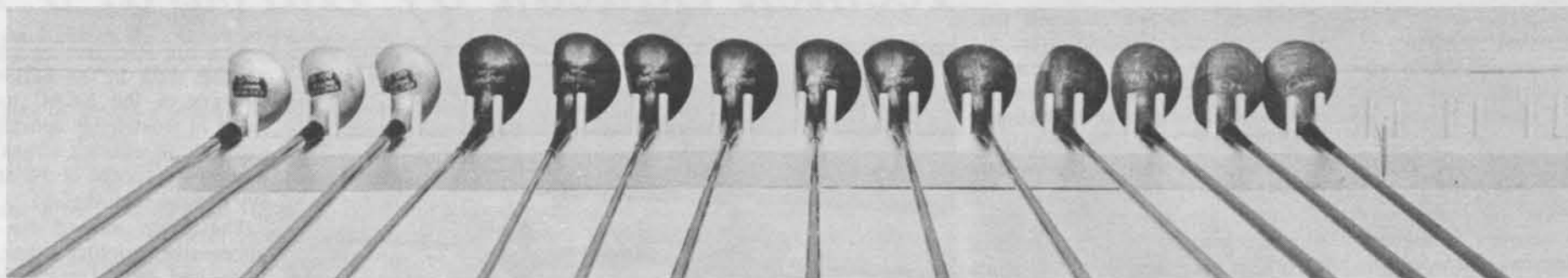
The challenge will match increases of \$25 or more over a donor's largest single gift to the Fund during the past five

years. It will also match gifts of \$25 or more made by persons who have not contributed to the Fund in the past five years. There is no upper limit to the challenge.

Contributions to the Fund have shown a steady annual increase since the close of the University's Centennial Campaign in 1965.

The 1970-71 goal is to exceed \$4 million with the aid of the "step-ahead" challenge.

Class phonathons for the Fund are scheduled to take place in February. Committees formed by class representatives will gather in six major cities across the country during the campaign to contact their classmates by telephone and solicit pledges.



Coach Fenner prepares to talk basics.



Helping a coed get a grip on things.



Coach Zeilic takes the women's classes.



Getting Into the Swing

With the football team gone from Hoy Field, a bunch of real "swingers" has moved into Bacon Cage below Grumman Squash Courts. They are freshman and sophomore men and women who are taking advantage of Cornell's indoor golf program, a physical education elective. About 850 students sign up for golf each term, taking two one-hour lessons a week in the fundamentals of the game.

The instruction offered as part of Cornell's physical education program is equivalent to the best private lessons, Jim Fenner, freshman golf coach and manager of the program, said. He and his two co-instructors, Joe Zeilic and Lew Adesso, are members of the Professional Golfer's Association (PGA). During the outdoor season, Adesso is the professional at Ithaca's municipal golf course.

Once he gets a start, any student can go out to the Cornell golf course in early fall or late spring and, for a small fee, take additional lessons or work out his frustrations over 18 holes. It costs \$3.00 for a half-hour lesson. Playing without instruction on the Robert Trent Jones designed course costs either \$15 a term or \$1.50 a day.

CORNELL REPORTS

In The January Issue :

Page

Three administrators discuss the budget	1
Senate recommends retention of ROTC	1
Three scholars named Professors-at-large	3
Profile of an engineering student	3
Cornell Alumni University	4
Hockey team back on the winning track	7



(See Page 4)