

# Corson Makes Report on Long-Range Planning

The Cornell Board of Trustees has approved a report and recommendations on the future of the University submitted by University President Dale R. Corson. The Trustees, at their annual Commencement week meetings, approved the report titled "Cornell in the Seventies" as "constituting an appropriate basis for continued comprehensive planning with respect to the University's course" in the 1970's.

(Copies of the complete

"Cornell in the Seventies" report, with supporting appendices, are available from the Editorial Services Section, Cornell University Office of Public Information, 110 Day Hall, Ithaca, N.Y. 14850.)

The report listed a number of basic goals and recommendations for the University over the next three years, including:

— A student body size of 16,500 to be stabilized at that level by the fall term, 1976. This is an increase of 300

over the enrollment previously established for the fall term, 1973 and will be accomplished at the rate of 100 per year. Most of the increased enrollment will be at the transfer and graduate level.

— The faculty and staff size stabilized at the 1973-74 level, except where commitments have been made. At the same time, high priority will be given to retaining the excellence of the faculty. New programs will be made possible by development of new funds, by savings in other areas and by

transfers of positions.

A number of other recommendations to help chart the University's future appear at the end of the 11 chapters of the document.

Acceptance of the report and its recommendations by the Board marks the final phase of a planning effort which has spanned some 26 months.

In March, 1971, Corson appointed the Long-Range Financial Planning Committee under the chairmanship of Edmund T. Cranch, dean of the

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## CORNELL REPORTS

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By Alumni, Board

### Four New Trustees Elected



Robert A. Cowie



Richard F. Tucker



Charles W. Lake Jr.



Stephen H. Weiss

Four men — Robert A. Cowie '55, Richard F. Tucker '50, Charles W. Lake Jr. '41 and Stephen H. Weiss '57 — have been elected to the Cornell Board of Trustees for the first time.

Cowie and Tucker were elected to the Board by vote of the alumni body. A total of 21,700 votes were cast this year. Lake was elected by the Trustees as a member-at-large and Weiss was elected by the Trustees to fill the vacancy in a term to expire June 30, 1975 caused by the death of J. Preston Levis. Cowie, Tucker and Lake were elected to five-year terms.

Election and reelection of Trustees was part of the agenda for the Board's Commencement week meeting. In all, 12 Trustees were elected or reelected to the Board. Their terms began July 1.

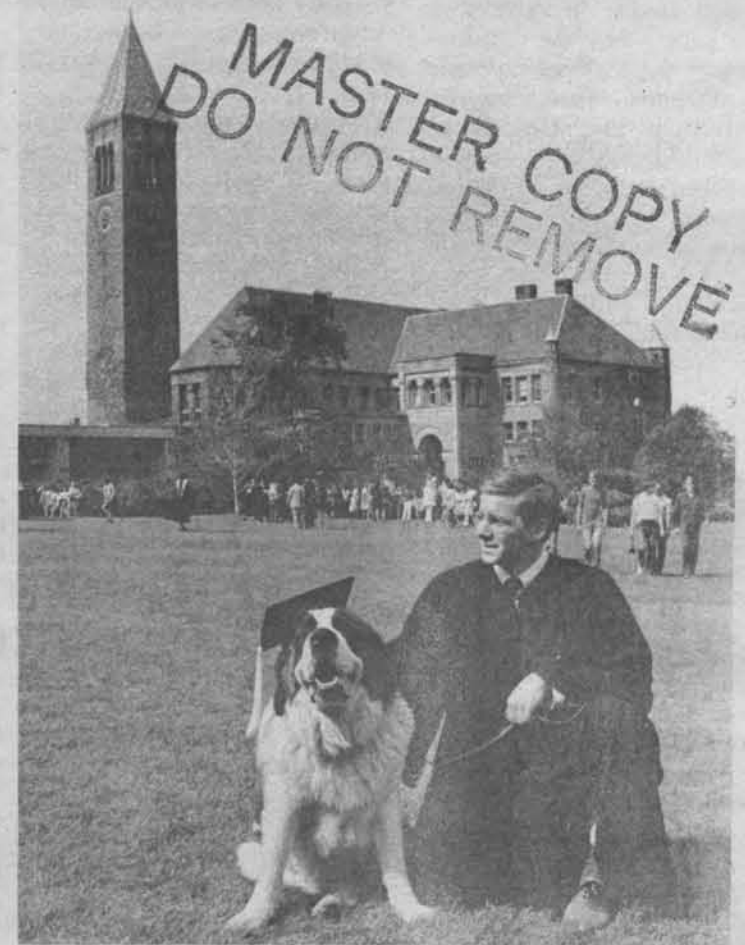
The Trustees reelected Robert W. Purcell '32 to a three-year term as chairman of the Board. He has served in that capacity since 1968.

Charles T. Stewart '40 and Charles E. Treman Jr. '30 both of whom were completing five-year terms on the Board, were elected members-at-large.

It was reported to the Board that Allan

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### Nearly 10,000 Attend 'Special' Graduation



**BACHELOR OF BOW-WOW?** — One of this year's 3,212 degree recipients (and canine friend) pauses on the Arts Quadrangle shortly before the formation of the Commencement procession to Barton Hall.

## Alumni Return for a Sunny Reunion Weekend

The sun shone the way the Ithaca Chamber of Commerce and Reunion organizers always pray it will and 1,904 officially-registered Cornell alumni spent a pleasant weekend June 6-10 at Reunion '73.

Frank R. Clifford '50, director of alumni affairs, reported that the official alumni attendance was up substantially for the second straight year. Reunion attendance had sagged in the 1960's, but has shown a significant improvement since 1971. Clifford estimated the total attendance to be in excess of 3,000.

"There's renewed interest and enthusiasm for Reunion," Clifford said, "and we've been able to put together a program that is enjoyable and enlightening." He said he looks for more of the same at next year's Reunion, June 12-16.

Stressing a need for a "one University" concept and a greater sense of community on campus, University President Dale R. Corson outlined some of Cornell's plans and problems for the coming years in his speech to the Alumni Association luncheon.

Corson said there is a need to reexamine Cornell's mission as the land grant university of New York. If the endowed and statutory units work together, Cornell's resources are tremendous, Corson said, but only in biological sciences has Cornell succeeded so far in this joint effort. "The task in the future is in bringing all units together," he said.

Cornell has always been pioneering in its ability to identify and respond to the needs of society, he said, "and we have the

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**SAVE ME THE WALTZ** — Alumni in one of the central tents behind Mary Donlon Hall dance to live music during Reunion Weekend last month. Total attendance at Reunion was estimated at over 3,000.

Nearly 10,000 persons attended what University President Dale R. Corson called "a special Commencement" in Barton Hall on May 25.

Corson's announcement that the 105th Commencement marked the 100th anniversary of the first woman graduate of Cornell was met with cheers and applause from the 3,212 degree recipients, their friends and relatives.

The ceremony began on the Arts Quadrangle, where the long procession to Barton Hall formed, with the faculty marching as a body behind students from their respective schools and colleges. Caps and gowns, optional attire for the third straight year, were worn by an overwhelming majority of the students.

The most conspicuous deviation from the traditional attire was seen among the

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## For History

## Kammen Wins Pulitzer Prize

Michael Kammen, professor of history at Cornell, was awarded the 1973 Pulitzer Prize for history, becoming the second member of the Department of History to receive a Pulitzer in the past six years.

The first Cornell faculty member to win a Pulitzer since the awards were established in 1917 was historian David B. Davis, who is now on the Yale University faculty. He won the prize in 1967 in the general non-fiction category.

In 1968, Karl Husa, professor of music, won a Pulitzer for his "String Quartet No. 3."

Kammen, who joined the Cornell faculty in 1965, won his prize in the history category for his book "People of Paradox: An Inquiry Concerning the Origins of American Civilization" published last year by Alfred A. Knopf.

The book has received wide critical acclaim and was selected as one of the most distinguished books of 1972 by The New York Times, The Boston Globe and The National Observer. It also has been chosen for translation into 33 languages by the United States Information Agency (USIA).

In The Times Book Review, Marcus Cunliffe, professor of American studies at the University of Sussex in England, wrote: "Others before him have been struck by oppositions and doubleness in American behavior ... Kammen has, however, taken the idea further than anyone else: He has been more systematic, shown more intellectual curiosity, and written with greater gusto ... All societies, he concedes build upon polarities such as Yin and Yang, body and soul: The distinguishing feature of the American Style has its adoption of biformity as a pervasive habit — a dialectic without a synthesis."

In discussing his book, Kammen said: "I try to



Michael Kammen

suggest that America and Americans have been and ought to continue to be critical of their institutions ... Americans ought to be prepared ... to accept both the good as well as the bad involved in what we call American civilization. It is possible to be both critical and also retain a sense of perspective, accepting the fact that change will have to occur in all sorts of critical areas even though change may make us uncomfortable."

As another reviewer pointed out; this "uncomfortableness has probably been the greatest motivating and creative force

in American society, a natural product of the endless paradoxes identified by Kammen: conservatism and liberalism, individualism and corporationism, hierarchy and equalitarianism, emotionalism and rationalism, autonomy and cooperation."

One of the central themes in his work, Kammen says, is the problem of legitimacy in colonial America. Again the paradox comes into play. While the Colonies were ruled by a monarchy, the monarchy was 3,000 miles away and didn't work, "so certain democratic tendencies developed under monarchical life."

He explains that in opposition to accepted Western political thought that legitimacy flowed from the top down, "the Americans were obliged to self consciously redefine what they meant by legitimacy and its sources."

"What the Americans decided," he said, "during and as a result of the American Revolution was that legitimacy would flow from the bottom up. The crucial phrase 'We the people,' is not simply rhetoric or an elaborate metaphor. It is one of the most striking aspects of the Revolution and its legacy for American life."

## Judge Samuel Leibowitz Endows Law Chair

A major innovation in legal education has been initiated at the Cornell Law School with the establishment of the Samuel S. Leibowitz Professorship of Trial Techniques.

The new chair is named for Samuel S. Leibowitz, retired judge of the New York State Supreme Court. He is regarded as one of the most successful criminal lawyers of all time and was graduated with honor from Cornell Law School in 1915.

The Leibowitz Chair will be part of a program of intensive

instruction in trial techniques at the Cornell Law School, according to Roger C. Cramton, dean of the Law School, who made the announcement at the annual luncheon meeting June 9 of the Cornell Law Association.

Judge Leibowitz stated that his lifetime in the courtroom provided vivid demonstration of the need for better law school training in trial techniques. The new chair is being funded by a series of present and future gifts from Judge Leibowitz.

Cramton said the new program will include classroom instruction and simulated demonstrations which will be integrated with clinical work involving actual courtroom experience. Initial steps have already been taken, he said, in developing the program, which will be integrated into the current curriculum.

Leibowitz said, "I was heartsick nearly every day of my 29 years on the bench at the inexperience and incompetence of many of the attorneys who appeared before me. Too often an indigent defendant was deprived of his rights because he was saddled with an attorney who didn't have the foggiest notion of how to build or present a case.

William W. Lambert, professor of psychology, sociology and anthropology at Cornell, has been elected Dean of Cornell's Graduate School by the University Board of Trustees.

Lambert, who is currently on a Guggenheim Fellowship conducting research in England, will assume his new duties on Jan. 1, 1974. He succeeds W. Donald Cooke, dean since 1964. Cooke, however, relinquished his deanship as of July 1 in order to devote full time to his other administrative role as vice president for research. He is also professor of chemistry.

Until Lambert's return to campus, Paul J. Leurgans, associate dean of the Graduate School since 1961, has agreed to serve as acting dean of the Graduate School.

President Dale R. Corson recommended Lambert's appointment to the Trustees based on the report of an 11-member committee he named last January to search for a new dean following Cooke's announcement of his intention to resign. At a special meeting of the Graduate School faculty, the faculty voted in favor of the appointment of Lambert as dean.

Lambert has been a member of the Cornell faculty since 1951, holding appointments in three departments concurrently: psychology, sociology and anthropology. He was named associate professor in 1953 and professor in 1960 and has served at various times as acting chairman of all three departments.

Since 1966 he has been director of the Interdepartmental Program in Social Psychology and Personality of the Departments of Psychology and Sociology.

Lambert is the author of numerous articles, reviews and chapters in books published in his field. He has also edited and co-authored nearly 10 books, including "Comparative Perspectives in Social Psychology" (Little, Brown and Company, 1971); "Handbook of Personality Theory and Research" (Wiley, 1964) and "Mothers of Six Cultures" (Wiley, 1964). His teaching activities currently cover theories of personality, social psychology, and cross-cultural studies of aggressive action.

To assign an inexperienced youngster to defend a man faced with serious charges is as absurd and cruel as it would be to assign a brand-new medical school graduate to operate on the brain of a penniless charity patient. It is likewise distressing to see an incompetent prosecutor muddle up his case and allow a guilty, dangerous criminal to walk out of the courtroom and laugh up his sleeve at justice."

In the 22 years before assuming the bench in 1941,

Judge Leibowitz defended more than 100 clients charged with murder, losing but one to the electric chair.

In the 1930's he gained international fame for saving nine Negro defendants from the death sentence in the Scottsboro case.

He presided over Kings County Court and the New York State Supreme Court, among the busiest major criminal courts in the United States, until his retirement in 1970.

## No Enchanted Prince, But...



**LETTERMAN?** — This marked toad is one of 109 such animals who became part of a Cornell experiment. The identification was to help area residents and University scientists discover where the toads go during the year.

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## Student Flies Birds Home to Africa



**FEATHERED AND OTHER** — Cornell graduate student John Snelling and his dog pose with some of the Lanner Falcons Snelling raised in captivity in Ithaca. He later took the birds (via airline) to their natural habitat in Transvaal Province of South Africa. The species is becoming endangered, so Snelling is experimenting with techniques for mating the birds in captivity and returning their progeny to the wild.

## New Trustees

(Continued from Page 1)

Gibofsky, a Brooklyn resident, had been elected to a two-year term as student Trustee by and from the student body at the Cornell University Medical College, the School of Nursing and the Graduate School of Medical Sciences in New York City.

It was also reported to the Board that Mary Beth Norton, assistant professor of history at Cornell, had been elected by the non-tenured faculty at Ithaca to succeed Paul P. Feeny to a two-year term.

Three Board members from the field of labor in New York State were reelected for terms of one year each. The three, all from New York City, are Raymond R. Corbett, president of the New York State AFL-CIO, E. Howard Molisani, first vice president of the International Ladies' Garment Workers Union, and Jacob Sheinkman, vice president and general counsel of the Amalgamated Clothing Workers of America.

Dr. Bruce W. Widger of Marcellus was reelected for a one-year term as a Trustee representing the New York State Grange.

Cowie, who earned a master's degree in business administration at Cornell in 1957, is president of the C&M Spring Company, a producer of heavy truck and trailer parts in Berwick, Pa. He is also general manager of the Truck and Trailer Equipment Division of the Dana Corporation, a supplier to the auto and truck industry.

After three years as a systems engineer with Sperry Gyroscope Company, Cowie joined the C&M Spring Company. He was instrumental in the five-fold growth of the firm and negotiated its acquisition by Dana Corporation in 1970.

He served as Cornell's Alumni Association president from 1970 to 1972. Cowie has been on the association's board of directors since 1964. He has been a member of the executive committee of the Cornell Society of Engineers since 1959 and served as its president from 1964 to 1966.

Cowie is vice chairman of the Cornell University Council and serves on its administrative board. He was responsible for coordinating the response of Cornell alumni to the report of the Long-Range Financial Planning Committee.

Tucker is president of the North American Division of the Mobil Oil Corporation. He is responsible for Mobil's petroleum operations in the United States and Canada. These

operations include the exploration and production of crude oil and natural gas and the manufacture and marketing of petroleum products. An executive vice president of the corporation, he is a member of its executive committee and its board of directors.

After graduation from Cornell, Tucker went to work as a refinery engineer for the Esso Standard Oil Company. In 1955 he joined the California Texas Oil Company, where he continued his work as an engineer. In 1961 he began his association with Mobil.

Tucker attended Cornell on a McMullen Regional Scholarship. His attendance at the University was interrupted between his freshman and sophomore years by service in the U.S. Navy.

Tucker is a member of the advisory council to the Cornell Graduate School of Business and Public Administration. He serves on the administrative board of the Cornell University Council and is a member of the Cornell Clubs of New York and Fairfield (Conn.) County.

Lake is president and a director of R.R. Donnelley and Sons Company, commercial printers in Chicago, Ill. He joined the firm in 1946 and was named vice president in 1954 and president in 1964.

Active in Cornell alumni affairs in the Chicago area, Lake served as general area chairman for the Cornell Fund in 1966-67. He is a member of the Cornell University Council and is chairman of the advisory council for Cornell's College of Engineering.

Weiss is managing partner of Weiss, Peck and Greer, a brokerage firm in New York City.

A member of the Cornell Fund Board, Weiss served as a member of the administrative board of the Cornell University Council in 1971-72 and continues to serve as a council member. He established the Milton and Natalie Weiss Scholarship in the Cornell Law School in memory of his father who was a member of the Class of 1923.

Stewart earned his law degree from Yale University in 1943 and was admitted to the New York Bar that same year. After 12 years of association with the law firm of Gravath, Swaine and Moore, Stewart joined R.H. Macy & Company in 1955. In 1960 he joined J.C. Penney. He was elected vice president and

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## Three Board Members Given Cornell Medal

Three members of the University Board of Trustees were awarded the Cornell Medal by the Board at its meeting May 24.

The three are Charles E. Dykes of Chicago, Ill., H. Victor Grohmann of Tenaflly, N.J. and Philip Will Jr. of Evanston, Ill.

Cornell Medals are awarded to persons who have rendered distinguished service to the University and are presented upon the recommendation of the President of the University.

In addition, Grohmann and Will were elected Trustees Emeritus.

Dykes, financial vice president of the United States Gypsum Company, has served a five-year term as a member-at-large of the Board. He graduated from Cornell in 1936 with a bachelor of science degree in hotel administration.

As a Trustee he served on several Board committees, including the Nominating Committee, the Audit Committee, the Investment Committee and the Investments and Social Policy Committee. He was also a member of the Special Trustee Committee on Campus Unrest at Cornell in 1969.

Dykes is a past president of both the Cornell Club of New York and the Cornell Association of Class Secretaries. He has served as chairman of the Cornell University Council and of the Alumni Trustee Nominating Committee.

Formerly vice president and controller of Avon Products, Inc., Dykes has been with United States Gypsum since July, 1967. He has been an officer of Financial Executives Institute and has been a director of such firms as Northeast Radio Corp., G.L.F. Insurance Co., Allied Seed Co., Tompkins County Trust Company, Hines Park Foods and Duncan Hines Institute.

Dykes is married to the former Doris Smallridge, a member of the Cornell Class of 1937.

Grohmann, chairman of Needham & Grohmann, Inc., an advertising agency in New York City, has been a member of the Cornell Board since 1963. He graduated from Cornell in 1928 with a bachelor of science degree in hotel administration.

Grohmann has been chairman of the Board's Audit Committee since 1965. He has been a member of the Board's Development Advisory Committee, the Council on Physical Education and Athletics and the Committee on Relations with New York State. He was also a member of the Special Trustee Committee on Campus Unrest at Cornell in 1969.

Grohmann has conducted courses in advertising, marketing and business promotion in Cornell's School of Hotel Administration for some 30 years. In 1970, he was awarded the Howard B. Meek Visiting Professorship in the Hotel School.

A member of the Cornell University Council, Grohmann is a past president of the Cornell Club of New York and the Cornell Association of Phi Gamma Delta. Grohmann donated the Needham and Grohmann Scholarship to Cornell and formed the Victor Grohmann Foundation to aid religious work at Cornell.

The advertising agency which Grohmann co-founded in 1931 with William R. Needham, a 1925 Cornell graduate, is considered one of the foremost in its field and handles a large number of hotel, resort and travel accounts. Grohmann has been chairman of the Insurance Trustees of the American Association of Advertising Agencies and is the author of the book, "Advertising Terminology."

Will, of the Perkins and Will Partnership, a nationally known architectural firm with offices in Chicago, White Plains and Washington, D.C., has been a Cornell Trustee since 1963. He is a 1928 graduate of Cornell.

Will has been chairman of the Board's Buildings and Properties Committee and a member of the Executive Committee since 1968.

He is a member of the Cornell University Council, a former president of the Alumni Association of the College of Architecture, Art and Planning at Cornell, past director of the Cornell Club of Chicago, and has served on a special advisory committee to the Architecture College. His Cornell relatives total 18 and span four generations.

Will has lectured at Cornell, Washington University and the universities of Kansas, Illinois, Michigan and Minnesota.

Will joined with another Cornell alumnus, Lawrence B. Perkins, a 1930 graduate, to form the architectural firm which has served more than 60 colleges and universities, including Cornell, in the United States and overseas, and which has won more than 50 awards.

Will was twice elected to the presidency of the American Institute of Architects and was elected a Fellow of the Institute in recognition of his design achievements.



# Cornell Volunteers Teach in Auburn Prison

Auburn Correctional Facility, site of the first electrocution in the world in 1890, has a more positive distinction that is not noted on a small historical marker set just outside the locked main gate: the prison now offers college-level courses to selected inmates in an experimental, volunteer program.

Some 25 Cornell volunteers taught freshman English, economics, biology, sociology, history, mathematics and philosophy of education four nights a week last semester to some 200 inmates of the Auburn facility, an all male, maximum security prison.

The college-level prison program is the brainchild of Richard Mitchell, a doctoral candidate in educational administration at Cornell, who saw a "glaring need" for educational opportunity in the prison a year ago while working on a manual for correctional officers.

"The college-level program deals with only about 15 per cent of the prison population," Mitchell said. "Approximately 85 per cent of the inmates read at a fifth grade level. The biggest problem is literacy. But if an inmate has achieved a diploma or high school equivalency within the prison, he has no educational program after that. Our goal was to introduce a high calibre, effectively run educational program to upgrade the entire educational system."

Approximately 600 of Auburn's 1,500 inmates are enrolled in a kindergarten through 12th grade prison school taught by State Civil Service teachers in day or evening classes. Inmates receive 25 cents a day for being students at the primary or secondary level. The highest paying prison jobs, said Henderson, pay about 80 cents an hour for skilled cabinet

makers working five and a half hours a day, five days a week.

College-level students receive no monetary remuneration, he said.

"A person leaving prison has few options," Mitchell said. "But as a student in a State University college-level course, a former inmate doesn't have to go through an admissions process to enter the State system and hopefully he would be able to move directly into an educational program upon release from prison."

Mitchell thinks correctional facilities must establish programs to increase the inmates' "economic and social options" upon release. "Education is not the panacea but it does provide one more alternative for these guys and that's what we're concerned with doing," he said.

"I get students calling me all the time wanting to volunteer for field work in nearby prisons such as Auburn and the Elmira Correctional Facility and Reception Center," he said, "but I can't help them coordinate their efforts. The wardens at both institutions are ready to accept aid if we can organize a clearing house to coordinate volunteers in education, architecture, libraries, law and other fields who have expertise to bring to bear on these nineteenth century bastilles."

The State currently supplies only transportation for the volunteers between Cornell and Auburn, as well as books and supplies for instruction.

What motivates a teaching volunteer? Mitchell characterizes them, most of whom are graduate students, as "academically serious and socially committed. They have their heads together and they are teaching because they see a legitimate need.



**BIOLOGICAL PRINCIPLES IN PRISON** — Auburn inmates study college-level biology under volunteer Thomas Vawter, a Cornell doctoral candidate in ecology and evolutionary biology.

Prison reform is also a very sexy issue right now."

John Dennis, a January graduate from Cornell who taught economics, became interested in prisons while considering resisting the draft.

Norris (Hap) Clark volunteered to teach English after attending a Black Graduate Student Association meeting at Cornell and learning inmates were predominantly black and Puerto Rican.

Both Clark and Dennis feel teaching at Auburn is meaningful. Said Dennis, "Personally, I feel a prison is the most meaningful place to teach. I prefer teaching in places that need

development rather than go where the dollar is.

Thomas Vawter, a doctoral candidate in ecology and evolutionary biology, teaches a one-year freshman biology course with another Cornell graduate student and a member of the Auburn Community College faculty.

As a teacher, he found inmates "generally more aware of what's happening in the world than Cornell freshmen" and much more diverse in terms of preparation and personal background. "If given a chance," he said, "some inmates would compare favorably with Cornell's brightest undergraduates."

The Cornell teaching volunteers frequently found working within the numerous regulations and policies governing prison life difficult.

"Some inmates still didn't have textbooks," said Vawter of his biology students in their second semester. "Although interest was high, these problems over and over tend to erode interest and to discourage the inmates."

Other major teaching problems centered on making the curriculum relevant to the inmates, some 70 per cent of whom were black or Puerto Rican, while simultaneously conveying the principles of a traditional academic discipline.

"We found," said Clark, "that most of the inmates preferred materials by blacks or on blacks. This makes it twice as difficult to generate interest in other literature, although we had good discussions on 'The Great Gatsby,' on Orwell's essays and some of James Joyce's short stories."

"Getting off the material is easy and can create ill-feeling between the inmates who want to 'rap' and those who want to cover the material," said Vawter.

"These guys get little intellectual stimulation and so they jump into it with both feet ... they are not used to pigeon-holing or categorizing their knowledge and consequently may jump from biology to sociology."

## Whose Career Takes Priority?

# Married Female Graduates Face Dilemma

Increased employment opportunities are presenting serious dilemmas for married and soon-to-be married graduating women who must choose between accepting their own best employment opportunity or following their spouse's career, according to John Munschauer, director of the Cornell University Career Center.

"One graduating female student that I talked to turned down such an excellent job offer in her field that she was forced to actually question the value of her marriage," according to Faith White, recruiting coordinator at the Career Center.

"Although most of these women are putting their husband's career before their own, we have had cases where husband and wife graduates have decided to live in different cities to take advantage of outstanding job opportunities," Munschauer said. The effects of increasing female opportunities on traditional ideas about marriage will be very interesting to watch, he said.

"Although many recruiters are also interested in hiring minority group graduates, we have not had much minority student participation in the Career Center," Munschauer said. "We are working on improving our

communications with minority students."

Much of the preoccupation with political activism among Cornell students, so prevalent in the middle and late 1960's, has subsided, according to Munschauer. Although the concern is still apparent, students seem to be much more willing to channel their interest through established institutions, he said. He pointed out that law school has become increasingly attractive to students interested in politics and government.

Approximately 265 companies recruited at Cornell this year as compared with about 224 in 1971-72, according to Ms. White. "We expect to schedule about 6,500 interviews this year as compared with 6,127 in 1971-72," she said.

Career problems for students graduating from Cornell in 1973 are more a test of students' ability to match their career expectations with the expectations of potential employers than a matter of the unavailability of good jobs, Munschauer said.

Due to the end of the draft and cutbacks in financial aid resources at many colleges and universities, Munschauer speculated that fewer Cornell graduates will be going directly

into graduate school in the next few years.

"I expect the decrease in the percentage of students going directly into graduate school to be most notable in the humanities and social sciences," he said. "However, most companies that hire liberal arts graduates — banks, merchants, insurance companies, etc. — are looking for career professionals rather than short-term employees."

Of the 199 Class of 1972 graduates of the college of Arts and Sciences responding to a Career Center questionnaire, 129 or 65 per cent planned to go directly into graduate school.

"Although we expect this percentage to decrease," Munschauer said, "it is difficult to determine what the employment/graduate school ratio will be like for colleges as diverse as the New York State College of Agriculture and Life Sciences and the New York State College of Human Ecology. We do expect undergraduates in the College of Engineering to continue to go to graduate school in significant numbers because professional engineers are expected to take their master's degrees."



# Corson Makes Report on Long-Range Planning

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College of Engineering.

"This committee," Corson said, "spent an extraordinary amount of effort, compiled a great deal of information, raised many difficult questions and made a series of far-reaching recommendations. We all owe much to this committee and especially to its chairman."

The Cranch committee presented its report to Corson and the Cornell community in October, 1972. The report included 17 recommendations touching virtually every aspect of the University.

Corson referred the report to appropriate faculty committees, the University Senate, school and college deans, the Trustees, the Alumni Council and a special alumni committee for study, advice and response.

Corson then set up an administrative committee under the chairmanship of W. Donald Cooke, vice president for research and dean of the Graduate School. This committee reviewed the many documents received from the Cornell community and assisted Corson in identifying key issues. Corson said, "We have ... concentrated

terms his own views "on the goals we must have before us as we find our way through the next decade."

These broad general goals included: Maintaining Cornell as a major research University...

Maintaining the excellence of the Cornell faculty...

Maintaining student excellence and diversity through new selection processes...

Regaining a sense of community for the University...

Achieving change within the University through substitution rather than growth...

Developing a broader concept of Cornell's land-grant mission...

Improving Cornell's relationships with the state...

Developing a single administrative system to embrace statutory as well as endowed units at Cornell.

"Cornell must continue to be one of the major research universities in the country," Corson said, but also noted that "to play a larger role and to deal more effectively with the problems (of society) which are so painfully obvious to everyone, universities must undertake new approaches."

He said, "The real problems of the world cannot be tackled without bringing to bear all the disciplines relative to problems, whether law, history, engineering, economics, sociology or biology. We must learn how to undertake such research successfully without destroying the basic discipline-oriented departmental structure which is natural to a university setting."

Commenting on the faculty, Corson said, "Excellence of the faculty must continue at the top of our priority list. Without this, every aspect of the University is diminished."

He said further that, "One of our biggest problems will be that of maintaining faculty excellence in a period of limited growth or no growth in faculty size, when there will be little opportunity to strengthen emerging disciplines or to undertake new initiatives through additions to the faculty. One of our biggest tasks will be that of assuring growth in stature without growth in size."

The President said, "This limitation will severely restrict our flexibility to undertake new disciplines or programs or new initiatives within old ones.... The hardest part of the change process (at Cornell) will be to change by substitution rather than by growth. In the most fundamental terms, this means the transfer of vacant faculty positions from one department or college to another."

Speaking on the diversity of the Cornell student body, Corson said that Cornell must maintain a selection process aimed at admitting students based on intellectual capacity. But he warned that as Cornell moves toward the national goal of "universal access, our definitions of selectivity are likely to change. We must continue to seek and to admit students we believe capable of high achievement at Cornell, but the selection process, to assure this capability, must be the subject of continuous study and reevaluation."

Referring to Cornell's land-grant mission, Corson noted that from the beginning of the University the mission



Pres. Dale R. Corson

has applied to all of Cornell.

"Broadly stated, the land-grant mission requires us to employ the methods and findings of scholarship and research to meet the problems of the people in their everyday life and work," he said.

"We must now ask whether there are other areas of public concern where a land-grant institution such as Cornell can contribute to the welfare of the people and whether or not the entire University has the responsibility to undertake such an effort," he said.

He said he believed that unless Cornell expands its land-grant activities "at best our effectiveness and prestige in the state will be diminished and at worst we will lose our designation as the land-grant college of New York State."

Speaking to the relationship of the University to New York State, the President said, "Our status in formal

with problems that are large and opportunities which are enormous."

Among the problems referred to by Corson are different personnel systems, payroll systems, etc.

He said that, "We must move to consolidate and simplify these dual systems into a single system wherever possible. We have the potential (in doing this) to improve efficiency without increased cost."

Corson also said that the endowed-statutory character of Cornell provides "opportunities afforded by the enormous academic resources of the endowed side of the University on the one hand and the statutory colleges on the other," and he urged "appropriate moves toward a one-university reality," stating that without it, "Cornell will never reach the full stature of which it is capable."

In his final basic goal, the President described the need to regain the University's "sense of community."

He said, "A University is more than a collection of lecture halls, libraries and laboratories; it is a community of scholars, students, administrative staff and employees, all dedicated to the central theme of teaching and learning. Above all it is a community of people."

Over the past decade, Corson said, a variety of factors have led to an erosion of the sense of community at Cornell.

He noted that progress toward regaining a sense of community had already been made, but that a particular concern must be the relationship of the faculty to the central administration and to the college administrations.

"Faculty cohesion, coupled with a cooperative interaction with the college and central administrations, could present a powerful force in coping with the current problems facing all academic institutions," Corson noted.

He said that there had been a deterioration of faculty-administration

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*"The real problems of the world cannot be tackled without bringing to bear all the disciplines relative to problems, whether law, history, engineering, economics, sociology or biology. We must learn how to undertake such research successfully without destroying the basic discipline-oriented departmental structure which is natural to a university setting."*

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dealings with the State of New York is complex, at times awkward, and often confused."

He emphasized the generous support received at Cornell (some \$40 million per year) for the statutory colleges but also warned that operation of those colleges at Cornell "is shaped to fit the pattern of State University, a university whose colleges are, for the most part, much different from Cornell. This produces distortions within Cornell."

Corson noted that, "With the good will and cooperation of the SUNY (State University of New York) administration we have undertaken a joint effort to identify, clarify and hopefully solve our common problems," but cautioned that this effort "will inevitably be long and at times a frustrating task."

The President said that the fact that Cornell includes both endowed and statutory colleges "provides Cornell

rapport at Cornell in recent years caused primarily by "the increased preoccupation of the central administration with a series of crises, internal and external, which have distracted it from its central academic focus..."

The President said, "The present isolation of the senior administrative officers from the faculty must be reduced. I propose to move in this direction to the maximum degree possible and I shall consult the deans and faculty leadership about the means. Careful study of the assignment of responsibilities among the senior administrative officers will be a first step."

Recommendations in other chapters of the report which would apply over the next three years include:

— That enrollments of freshmen across the University be maintained at  
(Continued on Page 8)



on those issues requiring the most immediate decisions in order to shape our course for the next few years."

He said, "There simply has been insufficient time to study, and to discuss with those most vitally concerned, such problems as the faculty tenure system and the means of insuring the continuous addition of young members to our faculty. There are many other issues and recommendations that must be studied and discussed in much greater depth than has been possible so far."

He said it became clear in this study that "the future is much too cloudy, and the factors bearing on our operation are changing much too rapidly, to permit detailed recommendations beyond a three-year period. Consequently, the present report speaks in detail only to this period."

Corson submitted his report and recommendations to the Executive Committee of the Board on April 18. The document accepted by the full Board in May is virtually unchanged in substance from the April version.

In his introduction to "Cornell in the Seventies," Corson described in broad





Samuel C. Johnson '50 speaks for his father during the dedication ceremony on the steps of the Herbert F. Johnson Museum of Art. Guests seated (from left) are William C. Pahl, owner of the construction firm which built the museum; I.M. Pei, the building's architect; Jansen Noyes Jr., '39, vice chairman of the Board of Trustees; University President Dale R. Corson, and Herbert F. Johnson '22.



Nancy Hanks, director of the National Endowment for the Arts and the main speaker at the dedication luncheon, exchanges a greeting with Herbert F. Johnson outside of the museum. Samuel C. Johnson looks on.



Some 1,000 guests visited the museum after the dedication ceremonies and during an evening reception. In the center is Colleoni II, made from automobile bumpers by sculptor Jason Seley, professor of art at Cornell.



Herbert F. Johnson notes his fraternity house, Chi Psi, as he takes in the view from the new building.

## Johnson Art Museum

The Herbert F. Johnson Museum of Art was dedicated during ceremonies May 23 in which Herbert F. Johnson '22, whose \$4.8 million gift made the building possible, expressed the "hope that the new museum will serve the students of Cornell, present and future, as a wider window on the world of fine arts, enabling them to add a broader dimension to their lives no matter what their fields of study might be."

Before nearly 1,000 spectators gathered around the front entrance of the nine-level reinforced concrete structure, Jansen Noyes Jr., vice chairman of the Board of Trustees, accepted the building on behalf of the University.

Noyes said there was a particular satisfaction in accepting such a magnificent gift from someone who knows Cornell so well because it "so dramatically expresses his confidence in the future of Cornell."

Johnson's son, Samuel C. Johnson '50, member of the Board, formally turned the building over to the University on behalf of his father, who was also present. Quoting his father, Samuel C. Johnson said:

"A full appreciation and understanding of the arts can provide a deep enrichment of one's own life and especially, in today's world, can help us strengthen our respect for the dignity and individual creativity of man."

"The expression of man's nature through his pursuit of the arts has shaped the society in which he lives and has defined the heritage he leaves for the future. Each of us has obligations toward the quality and character of that society and I believe support of the arts helps assure the continued excellence of this important element of our American culture."

A long-time benefactor of Cornell, Herbert F. Johnson is a Trustee Emeritus and Presidential Councillor. He is honorary chairman of S.C. Johnson & Son, Inc. the Johnson Wax company, of Racine, Wisc.

During the brief dedication ceremony, University President Dale R. Corson said, "I would like to pledge all of us here at Cornell to use this magnificent facility for the high humanistic purposes Mr. Johnson has envisioned and for which he has provided so handsomely."

Pointing out that the building had been created by many people, Corson introduced I.M. Pei, the

building's architect, the Syracuse museum.

One of the speakers at the dedication ceremony was the National Endowment for the Arts, which featured a performance in the Auditorium attended by many guests.

She said the building was a great value to the University because of the value of the building. There was a great deal of interest in the building.

"It also would bring students from all over the world to learn and work in a great building," she said.

Miss H. Johnson, who lives in the States in a private home, said she was very pleased with the museum.

Pei and the museum, Auditorium, as not only a community residents of Finger Lake.

He said the Cornell building is only being where we have a place and a place for architecture.

Pei said the architecture discussed appropriate most sacred when he overlooked the Memorial reception to midlife.





of the panoramic views from the sixth

## Dedicated

itect, and William C. Pahl, owner of  
sed construction firm which built the

guests of honor during the day-long  
ites was Nancy Hanks, chairman of  
ndowment for the Arts. She was the  
er in a program in Alice Statler  
owing a luncheon in the Statler Inn  
re than 350 guests.

University should be proud of itself  
useum represents and speaks for the  
s and that in Mr. Johnson's thinking  
ization that the museum in itself had  
ent of real significance, not just a

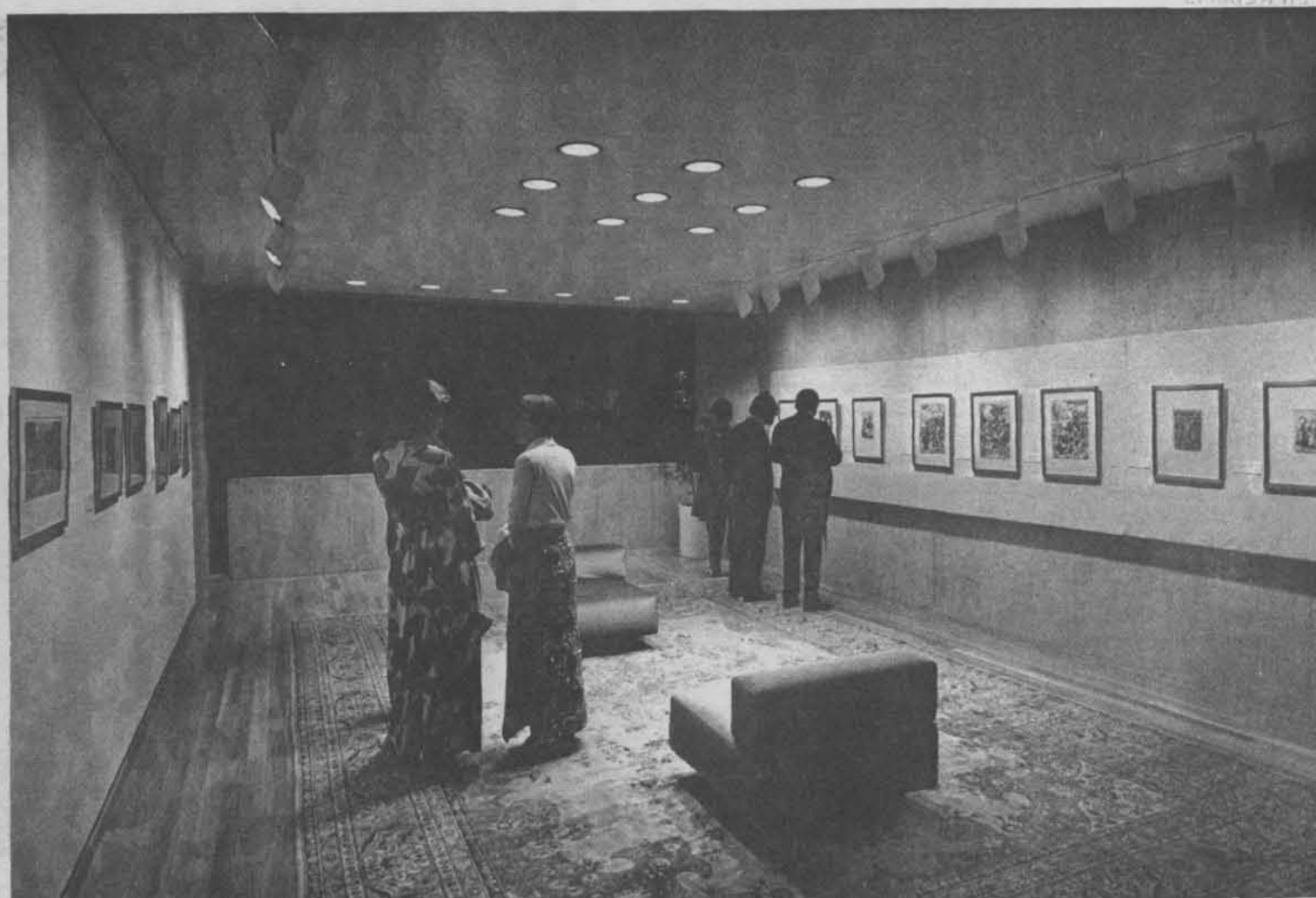
to be a building," she said, "that  
eople from all over the region and  
all over the country to be taught, to  
proud of what they could see in this

said the gift of the museum from  
d the strength of the arts in the United  
he arts have developed through the  
ity of dedicated individuals.

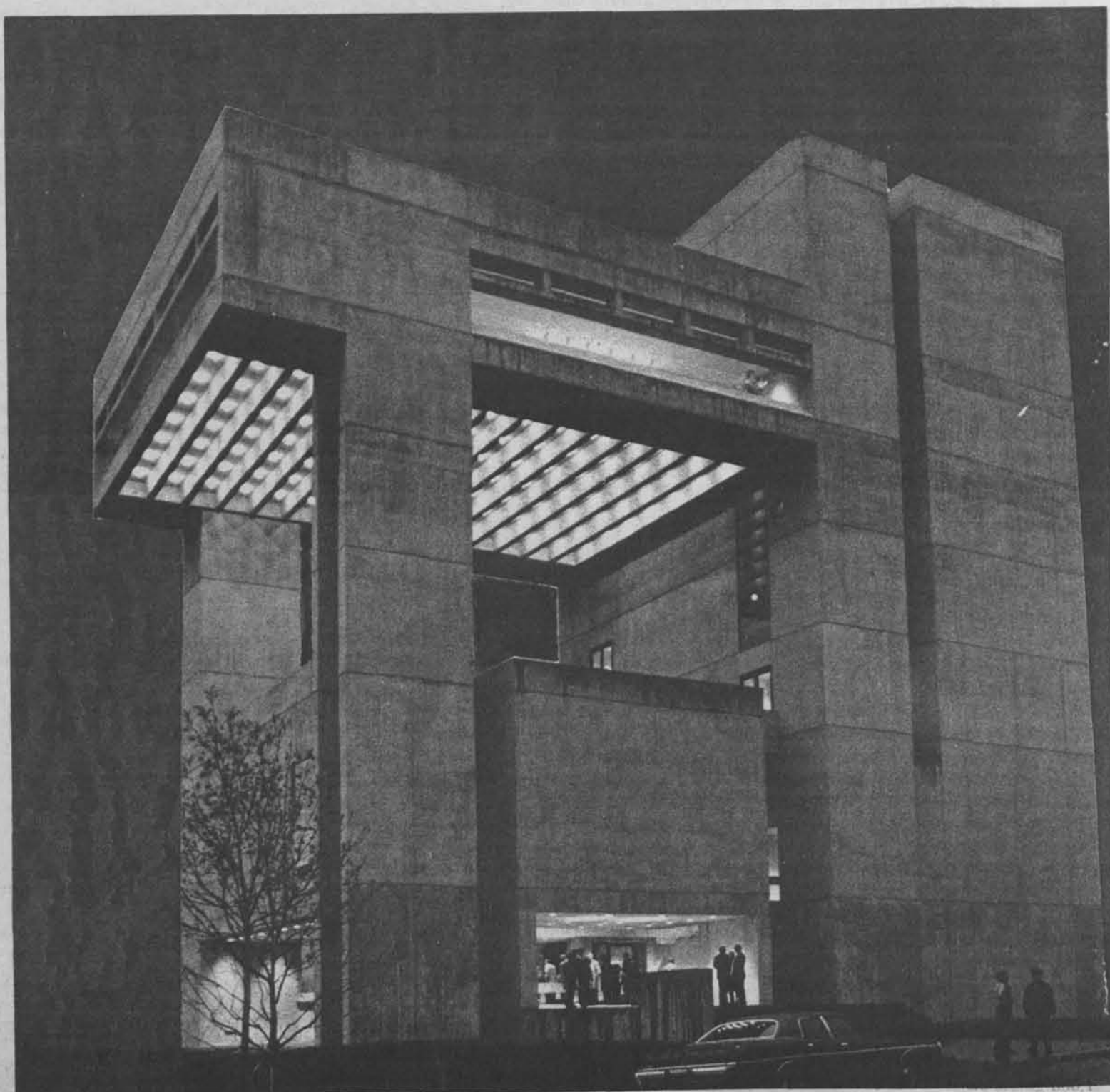
nas W. Leavitt, director of the new art  
spoke during the program in Statler  
ravitt stressed the use of the museum  
teaching facility for the Cornell  
t as a cultural focal point for the  
e Ithaca community and all of the  
gion.

useum introduces a "new era of art at  
he area. He praised the building as not  
ork of art in itself but also as a place  
f art can be displayed with comfort,  
t will be an adventure to walk through.  
he did not care to discuss his own  
d that it should speak for itself. He  
us concerns he had in designing an  
ilding for perhaps the University's  
e, the spot where Ezra Cornell stood  
led to build his proposed University  
yuga Lake.

activities also included a buffet in the  
m of Willard Straight Hall and a  
ded by nearly 1,000 guests from 9 p.m.



Visitors view prints from the Lessing J. Rosenwald Print Collection, now owned by the National Gallery of Art, and on loan for the museum opening. Rosenwald attended Cornell from 1909 to 1911. Another attraction was the Rockwell Asian Art Galleries, named in honor of the late George Rockwell '13 and his wife, Mary, now Mrs. Reed Roberts of Washington, D.C.





## Reunion

(Continued from Page 1)

opportunity for renewed dedication to that tradition."

After characterizing the 1960's as a period of growth, turbulence and runaway inflation which Cornell survived "better than many," Corson described some of Cornell's planning for the 1970's. He observed that detailed planning for more than three years is not wise because attitudes, public policy and demands on universities are all changing very rapidly.

He said Cornell's student body will be stabilized at about 16,500, while the faculty will not grow beyond its present size. Cornell must continue to be a leader in scholarly work and graduate education, Corson said. Undergraduate education will not be ignored, he stated, but the country needs output at the highest academic levels.

Plans call for continued diversity in the student body, Corson said, though this will be hard to achieve because of increased costs and little increase in financial aid funds. He noted that Cornell is still below national norms for minority enrollment.

"This has been a very exciting and encouraging Cornell Fund campaign," Hays Clark '41, the national chairman, said in his luncheon remarks. He reported that as of the first week in June pledges totaled \$3,432,000, 10 per cent ahead of last year's Reunion-time figure.

(Robert B. Rasmussen '58, director of the Cornell Fund, said in late June that alumni support had increased since Clark made his remarks, widening this year's lead. The trend, he said, is the result of hard, dedicated work by alumni volunteers.

"We won't know whether we have made our \$4 million goal until the last minute, but chances are excellent," Rasmussen said.)

Clark paid special honor to 1918 men and 1918 women, who broke 55th Reunion records, and were on their way to a combined total of a half million dollars for the year, an all-time, all-class record.

Two classes, 1921 and 1924, were added to the million-dollar class roster at Reunion, bringing the total to 10. Clark praised the Class of 1943, the 1948 men and the 1948 women, and the Class of 1968 for setting Reunion records for their years.

Following the luncheon, some 1,000 alumni basked in the sun at Schoellkopf Field to watch a crowd-pleasing track meet between combined teams from Cornell and Pennsylvania and Oxford and Cambridge. The meet ended in an 8-8 tie.

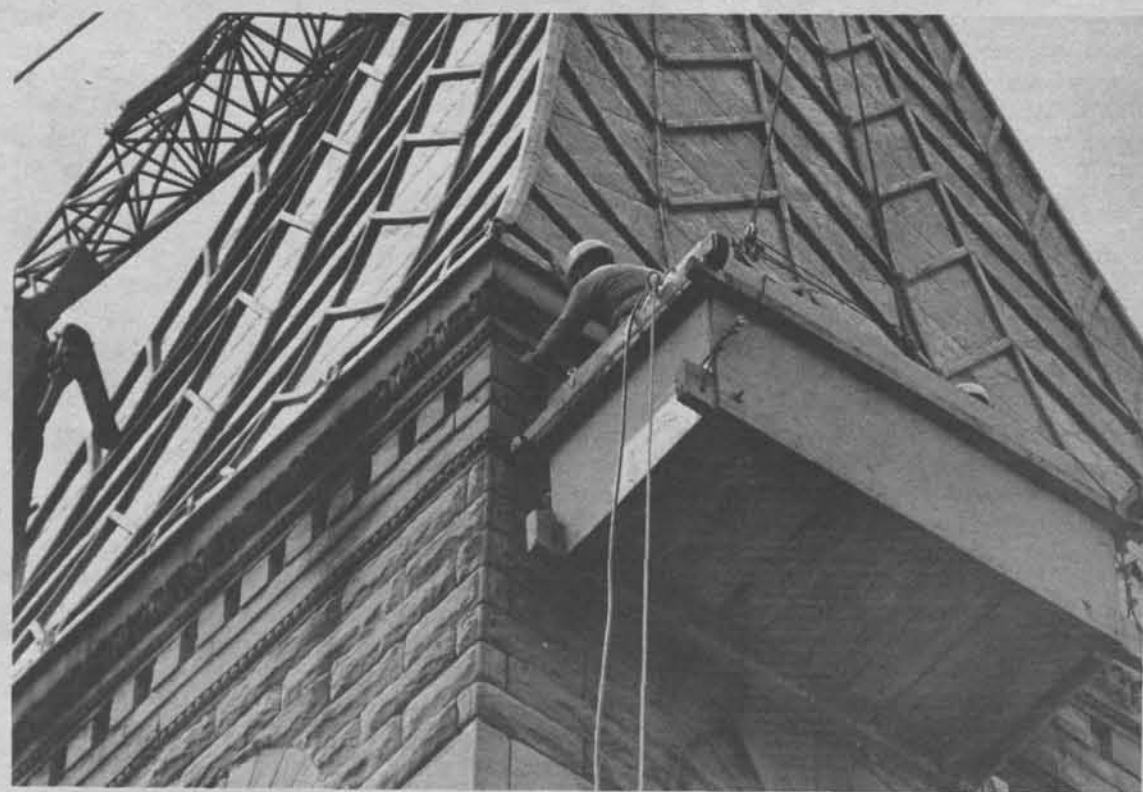
Lucy Jarvis '38, NBC News' first woman producer, told a capacity audience of some 200 alumnae at the Cornell Women's Breakfast Saturday of her experiences producing three major international documentaries: "The Louvre," "The Kremlin," and "The Forbidden City."

In describing herself and her work at NBC, Mrs. Jarvis said that "modesty is not one of the flowers in my garden." She admitted to being a "female chauvinist pig" for always hiring women on her permanent staff.

Newsman's privileges were examined in a lively Saturday morning panel discussion attended by some 1,000 people. Panelists were Mrs. Jarvis, Barber B. Conable Jr. '43, Representative from New York's 37th District; Stuart H. Loory '54, executive news editor with NBC television, and Roger Cramton, dean of the Cornell Law School. John S. Knight '18, editorial chairman of the Knight Newspapers Inc., was the moderator.

Mrs. Jarvis said the mission of the press is not to support the

## McGraw Tower Gets a Face-Lift



A TOWERING FEAT — Workmen from Stewart & Bennett contractors repair the McGraw tower masonry this spring by "pointing" — putting in new mortar to fill cracks between the blocks.

## Commencement

(Continued from Page 1)

bachelor of science degree candidates from the School of Hotel Administration. The four master bakers in the class wore their white chefs' hats instead of the mortarboard and tassel.

The President's 13-minute address followed a short allocation by Morris G. Bishop, Kappa Alpha Professor of Romance Literature, Emeritus. Corson, wearing the light blue honorary doctoral hood he received from Columbia University last year,

chronicled the history of coeducation at Cornell, from the first female student to the University's current pursuit of its Affirmative Action program.

The ceremony was relatively free of signs of protest. Several degree candidates from the College of Architecture, Art and Planning, however, carried the pieces of two large gliders into Barton Hall. They assembled the parts in the hall and, when their group was called to rise, flew the planes at the platform.

In keeping with Cornell tradition, Corson was the only Commencement speaker.

In keeping with another Cornell tradition, no honorary degrees were awarded.

University marshal Blanchard L. Rideout, professor of Romance studies, emeritus, and macebearer Frank B. Miller, professor and chairman of the manpower studies department in the New York State School of Industrial and Labor Relations, led the procession into Barton Hall. Rideout presented the academic assembly to the audience.

In his allocation, Bishop discussed the components of the Cornell tradition. He enumerated these as seriousness of purpose and action, acceptance, participation, joy, self and mutual respect, uprightness and decency.

government or the opinions of the majority, but to expose controversy where it exists. Loory said that "only through diversity and competition for the public's ear could the value of a responsible press become increasingly clear. The public is protected by the First Amendment ... there is no need to have a body protect the American public from information."

Quoting from a poll that showed 80 per cent of the American people depend on television for news, Rep. Conable called for more accountability in that medium.

## Corson Makes Report on Long-Range Planning

(Continued from Page 5)

approximately the 1973-74 levels.

— That steps be taken to accommodate both the more flexible study and work patterns of the student body and concurrently to maintain an approximately constant enrollment throughout the academic year.

— That the University maintain a scholarship program for undergraduates comparable with other major universities. Maintaining unrestricted scholarship funds at the percentage of the 1973-74 tuition income should accomplish this objective.

— That consistent with qualifications, methods be explored to give financial aid recipients an advantage over other students in obtaining suitable campus employment.

— That tuition be increased "at a

level consistent with the financial needs of the University and with the ability of families to pay, as measured by economic trends." Current trends indicate this figure at about 6 per cent per year.

— That faculty compensation be "competitive with comparable universities at the college and departmental level."

— That staff salaries "be consistent with the object of attracting and retaining well-qualified persons and be competitive in both the geographic and employment areas."

— That nontenured faculty members, at the time of their appointment, be told the probability of an assistant professor attaining tenure in that department.

— That department chairmen keep nontenured faculty members informed of their progress toward tenure in some regular and formal way.

— That the advice and counsel of the Faculty Council of Representatives, the Deans' Council and the University Senate be sought by the administration on the priorities of the University, and in particular the assimilation of these choices in the preparation of the annual budget.

— That the President annually update a three- to five-year program for the University, identifying major priorities, plans and assumptions.

— That funds equivalent to at least 1 per cent of the total of all the college budgets be made available to support new educational and research programs as well as teaching innovations.

— That an operations review be undertaken on administrative and academic-support costs, using on-campus and external consultants.

The report also dealt with the impact of the short-range recommendations

and various other assumptions about the University on Cornell's future financial stability.

Commenting on the financial projection, Corson noted in the letter of transmittal to the Executive Committee which accompanied his report that "over the three-year period 1975-1977 it may be necessary to use some \$2 million of unrestricted capital in addition to the capital which is now routinely applied to operations..."

The President also noted that in spite of the implications contained in the financial projections of his report, the University must be willing to plan and move ahead with "boldness."

"At every stage, boldness must be weighed against caution in deciding a course of action," he said. "Boldness can result in serious problems if expectations do not materialize. Excessive caution, on the other hand, can result in lost opportunities..."



**MEMORABILIA** — One of the more recent items donated to the University Archives is this marshmallow and burnt stick kept more than 60 years by Mrs. Ilbert O. Lacy (Zeller Adelheid)<sup>16</sup>, of Rochester, as a scrapbook memento of her freshman class picnic on the shores of Beebe Lake, Oct. 19, 1912. Mrs. Lacy's scrapbook of her college days is one of some 25 such books in the archives. One dates back to 1872. They provide an unusual glimpse at the changing student life at Cornell. Some of the more curious items are a piece of red and white ribbon labeled, "she chewed on this," and a 1906 pretzel.



## By Trustee Action Fiscal Staff Functions Revised

A realignment of fiscal staff functions has been approved by the University Board of Trustees.

Trustee approval of the election of a chief fiscal officer and a chief investment officer, along with necessary University bylaw changes to effect the realignment, came at the annual Commencement week meeting of the Trustees in Ithaca.

In the realignment, which was recommended to the Board by University President Dale R. Corson, Arthur H. Peterson, the University controller, becomes University treasurer and chief fiscal officer while Robert T. Horn becomes vice president and chief investment officer. Horn was associate University treasurer.

Corson told the Trustees that the realignment would be effective July 1. "It is appropriate at this time with the retirement of University Treasurer Lewis H. Durland on June 30," Corson said, "to realign the University's principal fiscal and investment functions with partial recognition of the growing complexity and magnitude of these responsibilities."

As treasurer, Peterson, 62, will be the University's chief fiscal officer and will be responsible for the University's fiscal affairs, other than the management of its investment portfolio. He will have custody and control of the University's funds, securities, deeds, and other documents of title not designated for investment. He will collect and receive all monies due and payable to the University with respect to such non-investment assets; discharge all debts or other obligations; and execute in the name of Cornell University deeds, contracts, and other instruments. Further, he will be responsible for proper application of the principal and income of all endowments and other current or capital funds, and will continue to have overall responsibility for relations with all New York State agencies with respect to the fiscal affairs of Cornell's statutory colleges.

Peterson's responsibilities will include administration of the State Appropriation for General Services and execution and administration of University construction contracts. He will carry on Cornell's administrative relationships with the New York State Dormitory Authority and will direct the administration of the University's liability and casualty insurance, life safety program, non-investment real estate, and radio station WHCU.

He will have overall responsibility for relations with

the State University of New York, the State Bureau of the Budget, the State Department of Audit and Control and other appropriate state agencies with respect to fiscal affairs of Cornell's statutory colleges, including the authority to issue orders against state appropriations for support of such units.

Horn, 54, as chief investment officer, will be responsible for management of the University's investment portfolio. He will have custody and control of the University's assets available for investment, including funds, securities, deeds and other documents of title or obligation. He is charged with their safekeeping. He can sell, transfer and assign securities, real estate and other investment assets within policies established by the Investment Committee of the Board. The chief investment officer will also be responsible for the proper administration of the University's interests in any inter vivos or testamentary estate in consultation with the University Counsel.

Peterson will perform his duties under the general supervision of the President. Horn will be responsible to and report to the Investment Committee when making and implementing investment decisions. With respect to all other aspects of his office, he is responsible to and reports to the President.

The Board also approved the deletion of the titles of "controller" and "director of the budget" from the University bylaws as well as the consolidation of the "university auditor" bylaw into one titled "Internal Control" which calls for an

adequate system of internal control, including appropriate segregation of duties, to be maintained so as to provide reasonable assurance as to the safeguarding of the University's assets against loss from unauthorized use or disposition, and as to the reliability of the financial records for the preparations of proper financial statements and budget administration and maintaining accountability for assets. The University auditor, Leo F. Collins, falls within this internal control function and will report to Peterson as will three other internal control officers: Edwin R. Roberts, Stewart M. Comber and Joseph E. Bates.

Concurrent with the announcement of Durland's retirement, the Board approved his election as Treasurer Emeritus effective upon his retirement. Durland has served on the University's administrative staff for 37 years, 25 of them as University treasurer. As the University's sixth treasurer, he has served five of Cornell's eight presidents.

Durland, 65, has been the University's treasurer for a quarter of a century. Noting Durland's long service to Cornell, Corson said, "Lew Durland has contributed immeasurably to the progress of Cornell University during his long service as University treasurer. His astute direction of the University investment portfolio, particularly, has provided an increasingly sound financial footing for the University during the last 25 years. We wish him well as he enters retirement and we hope that fields, streams and greens are in the best of condition as he pursues his avocations."

## Cornell Gives Response On Desegregation

Cornell President Dale R. Corson has responded to guidelines established by the New York State Education Department which deal with the desegregation of facilities and programs.

Corson made the University's response to the guidelines in a May 29 letter to T. Edward Hollander, deputy commissioner for higher and professional education in the State Education Department. Deadline for response to the guidelines, which were issued March 1 to implement the State Regents Position Paper (No. 15) on "Minority Access to and Participation in Post-Secondary Education," was June 1.

The full text of the response said,

"This report is submitted in response to the March 1, 1973 Guidelines for the Desegregation of Facilities and Programs issued to implement the Regents Position Paper on Minority Access to and Participation in Post-Secondary Education.

### *I. Desegregation of Facilities and Programs*

This is to advise you that Cornell University does not have any segregated facilities and programs as defined in Section I.A. of the Guidelines. All University facilities and programs are available to all, without regard to the person's race, color or national origin.

Cornell has long pursued a policy of equality of opportunity, and, on October 16, 1969, the Executive Committee of the University Board of Trustees adopted the following policy statement emphasizing that policy to be set forth in University

publications:

"It is the policy of Cornell University actively to support equality of educational opportunity. No student shall be denied admission to the University or be discriminated against otherwise because of race, color, creed, religion or national origin."

Current University housing policies govern all University residence halls, special-interest units and small-living units which provide that they be available to all students on a non-discriminatory basis. Each application for the special-interest and small-living units contains the following statement (or slight modification):

"This unit is subject to standard University residential policy. Additionally, it does not discriminate with respect to race, color, creed, or place of birth in selection of its members, in its operation, or in any other procedure."

Recently, the Office for Civil Rights has reviewed student housing at Cornell and paid particular attention to one of our special-interest units. It was indicated to us that a special solicitation for that unit may have been inconsistent with the provisions of Title VI of the Civil Rights Act of 1964. However, such practice was discontinued and we have assured the Office for Civil Rights of its discontinuance.

Other facilities and programs at Cornell also were reviewed by the Office for Civil Rights. We are presently discussing our policies and procedures governing these facilities and programs with the Office for Civil Rights.

### *II. Assurance of Non-Discrimination in Off-Campus Housing*

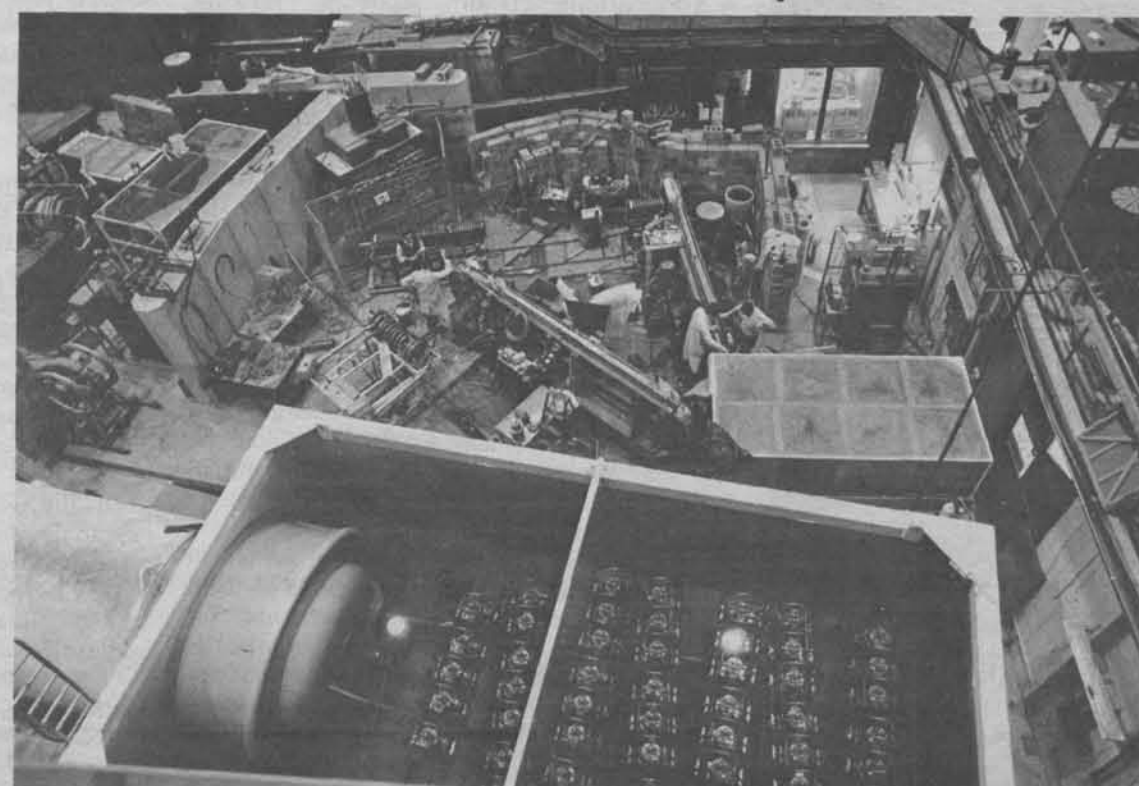
A list of available off-campus housing accommodations is maintained by the Department of Student Housing. Before a listing is made, all landlords are required to execute an application form containing the following statement:

"As a condition of my said premises being listed with Cornell University, I agree that I will not discriminate in the renting of said premises or in the terms or conditions of any such rental on account of the race, creed, color, national origin or sex of the applicant."

### *III. Enhancement of Minority Access*

The primary focus of Cornell University's special opportunity program has been to increase the representation of minority students, who have been underrepresented in higher education. The following policy from my Statement on Minority Education issued in March

## New Accelerator Is Completed



**ACCELERATOR POWER** — This new facility, located in the High Voltage Research Laboratory, can accelerate high current 150,000-ampere pulses of electrons to energies of up to 5 million electron volts.

(Continued on Page 11)



# Vice Provost R. F. Risley Explains Cornell Stand on Censure by AAUP

Following is a statement by Robert F. Risley, vice provost at Cornell University, concerning Cornell's position on the recent censure of the University by the American Association of University Professors (AAUP):

The censure of Cornell University by the American Association of University Professors (AAUP) at its annual meeting in St. Louis, Mo. in late April has received considerable attention, but the basic cause of the censure is not well understood by the general public.

The censure arose from a case involving a nonreappointment of an assistant professor on term appointment.

On February 1, 1970, Dr. Endre M. Tarjan was appointed an assistant professor without tenure at the Cornell Medical College for the period from February 1, 1970 through June, 1970. It was clear that his appointment was funded by outside grant money. In July, 1970, he received notice of appointment from July 1, 1970 to June 30, 1971. A letter from the dean of the Medical College stated that Dr. Tarjan's appointment was on a yearly basis.

During the fall of 1970, problems developed concerning federal funds which supported part of Dr. Tarjan's salary. A memorandum was sent to Medical College division chiefs dated December 8, 1970 noting that some persons in the Department of Medicine might not have funding for the next year. This memorandum asked that notification be made by December 15 to persons who might not be continued beyond June 30 and that discussions be held with such persons by the division chiefs before December 15. Dr. Tarjan's name was on the list of those whose salary was in question.

The Medical College administration maintains that Dr. Norman Brachfeld, director of the Myocardial Metabolism Laboratory, did discuss this matter with Dr. Tarjan as requested. At the same time, Dr. Brachfeld also apparently expressed the hope that other support could be found. In January, 1971, one grant ended and Dr. Tarjan was transferred to the other grant which had supported part of his salary on a full salary basis. Dr. Brachfeld sought other sources of support but without success. During the spring of 1971, an ad hoc committee of the U.S. Public Health Service (PHS) reviewed the project on which Dr. Tarjan was working. As a



Robert F. Risley

result of this PHS review, the committee recommended changes in the project which eliminated the work in which Dr. Tarjan was engaged, thus ending support for his salary from these funds as of June 30, 1971.

About May 11, 1971, it was known that the grant on which Dr. Tarjan had been working would be terminated. Dr. Brachfeld and Dr. Tarjan continued to seek other funds but were unsuccessful. Dr. Brachfeld was subsequently able to obtain funds to temporarily support Dr. Tarjan until September 30, 1971 and then arranged for him to work for the Muscular Dystrophy Association until December 31, 1971. At that point, all support ran out.

The AAUP censure action was based on the fact Dr. Tarjan did not receive written notice by December 15, 1970 and that he could not expect continuation beyond June 30, 1971 in accordance with the AAUP statement of principles. The AAUP investigating report concludes that lacking such written notification Dr. Tarjan's termination was "tantamount to a dismissal in contravention of the (AAUP) 1940 Statement of Principles on Academic Freedom and Tenure." The report also concluded that the financial emergency which the College administration said necessitated the termination was not sufficient to justify termination of Dr. Tarjan because other funds were available to the Medical College and to the University which might have been used to support him. The report criticizes the policies followed by the Medical College.

In the presentation of the University's case, it was the uncontested position of the Medical College and the University that Dr. Tarjan was given oral notice by December 15, 1970. It was pointed out that policy at that time did not require such notice to be in writing. It was also argued that the efforts to seek other funds

to support Dr. Tarjan beyond June 30, 1971 should be considered to be good faith efforts to continue him if possible and not be held to modify the effect the notice.

Special University by-law provisions govern appointment at the Medical College. These provisions are similar to those in most medical colleges. The story about the AAUP action in "The Chronicle of Higher Education" (Vol. VII No. 31, May 7, 1973) quotes a representative from the University of Oregon Medical School as opposing the censure and saying "Most medical school faculties will think he (Dr. Tarjan) was treated amazingly well."

In the Cornell response to the AAUP charges, it was pointed out that within the University by-laws and policy guidelines each college has an opportunity to establish its own appropriate policies and procedures regarding appointments, promotions, terminations, etc. The Medical College faculty and administration have been working on new procedures and in May, 1973 the General Faculty Council and Executive Faculty Council of the College developed a revised "Academic Personnel Appointments Procedure." These procedures should satisfactorily answer the questions raised by the AAUP in respect to notification of appointments and written notification of termination or non-renewal of appointments either by December 15 or with a minimum of six months notice.

The University by-laws and policies concerning appointments, promotions, tenure and dismissal covering the Ithaca campus are generally consistent with the AAUP 1940 "Principles." While each college or school

## Desegregation

(Continued from Page 10)

1971 represents Cornell's plan to expand the enrollment of students from minority groups:

"The University will continue to move toward a goal of having minority groups represented in all educational areas at Cornell at levels comparable to the general population, with each of the colleges and schools contributing to the implementation of the goal in accordance with its respective policies on four-year, transfer, and graduate students emphases.

Because of this institution's relationship with the State of New York through the statutory colleges, and the need to coordinate our efforts with expanding State programs, the term "general population" will be considered to be that of the State of New York, and encompass all sectors of the educationally disadvantaged minority population therein.

However, it must be made clear that attainment of the goal of proportional representation is dependent upon a more balanced participation in the attendant costs. Cornell University is

has developed its own appropriate procedures adapted to its needs and size, these must not be inconsistent with the University by-laws and policies. As noted in Chapter VII ("Academic Affairs") of "Cornell in the Seventies - Goals, Priorities and Plans" (the newly adopted University long-range plan), the University administration and faculty will be seeking to further improve faculty personnel policies and procedures.

It should be understood that the AAUP censure action is based upon a case and practices at the Medical College. No issues have been raised concerning schools and college at Ithaca. In view of

committed to maintaining the program at present funding levels for entering students which, for the current year, resulted in a minority student population of undergraduates (including transfer students) and graduate students of 8 per cent of the total incoming students. Because of the societal nature of the problem, our statutory unit composition, and the outlook for continued severe financial operating conditions, moving to a proportional representation level will depend upon the availability of substantially increased public funds."

Cornell's basic plan for recruitment and addition of members of minority groups as faculty and professional staff is set forth in our Affirmative Action Program, filed with and approved by the Compliance Officer of the Department of Health, Education and Welfare in March 1970. The goals originally submitted to the Department on a unit by unit basis are currently being revised and updated. These efforts are being coordinated by the University's Affirmative Action Officer, appointed in October 1971, to aid in monitoring and enforcing the Program."

the revised policies and procedures developed by the Medical College, discussions will be undertaken with AAUP representatives seeking to have the censure action removed. It is hoped that this can be accomplished soon.

(Note: The AAUP Bulletin for Spring, 1973 is published by the American Association of University Professors, One Dupont Circle, Suite 500, Washington, D.C. 20036, Jordan E. Kurland, associate general secretary. "Cornell in the Seventies" is available from the Editorial Services Section, Cornell University Office of Public Information, 110 Day Hall, Ithaca, N.Y. 14850.)

## New Trustees

(Continued from Page 3)

director in 1967 and became director of public affairs in 1969.

As a Cornell Trustee, he has been chairman of the Executive Committee since 1967. From 1965 to 1967 he was chairman of the Buildings and Properties Committee. He is a member of the Investment, Board Nominating and Development Advisory Committees.

Treman, who just completed a five-year term as an alumni Trustee, is chairman of the board and chief executive officer of the Tompkins County Trust Company in Ithaca. He earned his law degree at Cornell in 1934.

Treman has been associated with the Trust Company since 1937, beginning as an assistant trust officer. Among his local activities, he is treasurer, director and member of the executive committee of the Tompkins County Area Development, Inc. and is a member of the executive committee of the Center for the Arts at Ithaca.

While serving as an alumni Trustee, Treman was a member of the Board's Buildings and Properties Committee. He was a member of the Development Advisory Committee and chairman of the Trustee-Community Communications Committee.

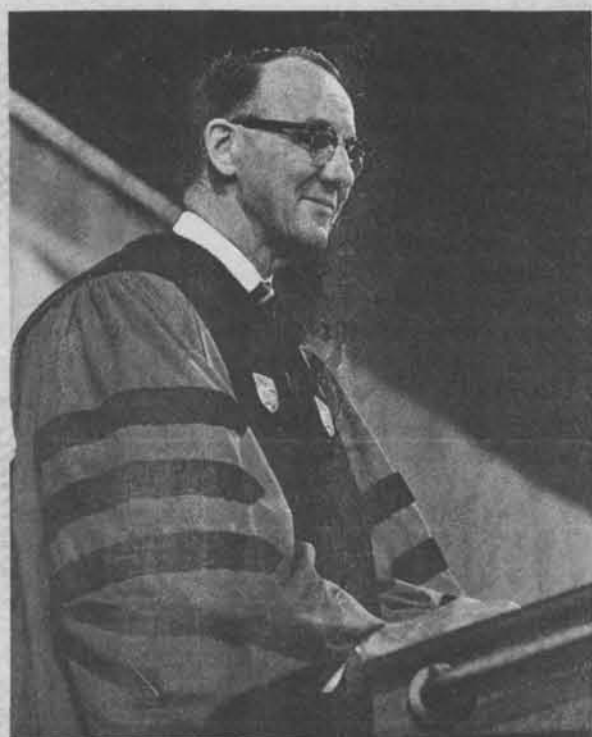
Treman and his wife, the former Margaret Huffard, live at 876 Highland Rd., Ithaca. Ten members of his family hold Cornell degrees and five have been members of the Board of Trustees.

Gibofsky, who succeeds Gerard V. LaSalle, is a graduate from the Medical College. He will serve his internship at the Cornell University-New York Hospital. Gibofsky, 23, did his undergraduate work at Brooklyn College, graduating in 1969.

Ms. Norton, who joined the Cornell faculty in 1971, was speaker of the University Senate in 1972-73. She earned her bachelor's degree at the University of Michigan and her master's and doctorate degrees at Harvard University.



## A 'Special' Commencement...



University President Dale R. Corson drew a warm response from the Commencement audience with his address, in which he told the Class of 1973, "You and I started our struggle together — you as students, I as President. Your presence here today proves that you have succeeded. My presence proves only that I have survived." Corson also traced the history of women at Cornell, noting that the University is "pursuing with determination" a program "to accord women ... the place they deserve and merit."

## ...and an Enjoyable Reunion



Jane Foster '18 and Judge Elbert P. Tuttle '18 (left), president of the class, accept congratulations from Cornell President Dale R. Corson at a Reunion ceremony renaming University Halls 4 as Class of 1918 Hall. The renaming recognized the unrestricted gift of some \$430,000 by the Class of 1918 which established an all-time record for Reunion Gifts to Cornell.



Ray T. Oglesby, associate professor of natural resources, talks informally with alumni at one of the 34 exhibit areas set up in Barton Hall during Reunion. More than 100 faculty took part in the Faculty-Alumni Forum.

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