

Minutes of a
Faculty Senate meeting
October 12, 2011

1. CALL TO ORDER:

Speaker Steve Beer: "I would like to remind all present to please turn off or silence your cellular phone, and that there will be no recording, visually or audibly, of the proceedings.

"If faculty members, including senators, wish to speak, please raise your hand, be recognized, and then wait for a microphone to be brought to you; then stand with the microphone, identify yourself as to name and administrative unit, and then speak.

"There will be two Good and Welfare speakers at the meeting, following the items on the agenda: Professor Charles Walcott and Professor Carole Davies. So at this time, I would like to call on the Associate Dean of the Faculty Fred Gouldin for a report of the Nominations and Elections Committee."

2. REPORT FROM NOMINATIONS & ELECTIONS COMMITTEE

Associate Dean Fred Gouldin: "Thank you, Steve. Good afternoon. This report is a good bit shorter than last month. A lot of work had been done last month. I'm just going to read the names fairly quickly.

"For the Faculty Advisory Board for Information Technology, Paul Velleman, who is chair of School of Industrial Labor Relations, will be serving on that committee. For the Institutional Animal Care and Use Committee, Christine Lister, College of Arts and Sciences; Dave Lynn, College of Veterinary Medicine; and Lisa Fortier, College of Veterinary Medicine, have agreed to serve.

"University Assembly, Robert Kay, Professor in the College of Engineering, has agreed to serve there. And for the University Benefits Committee, James Turner, College of Arts and Sciences, will be serving a term there. And finally, for the University Conflicts Committee, Christopher Ober, College of Engineering, has agreed to serve a term there. So that concludes my report.

Speaker Beer: "Thank you very much, Fred. It would be appropriate to accept the report from the Nominations and Elections Committee. Any objection?"

“Your report has been accepted. Thank you. It's now time for the dean of the faculty to give us a brief report.”

3. **REPORT FROM THE DEAN OF FACULTY**

Dean Bill Fry: “Thank you, Steve. I have a very short report today. I wanted to read to you the note from Nelson Harrison; said there will be a campus trustees listening session on the 18th of October from 4:00 to 5:00 p.m. in Mann 102. In advance of the trustees meeting on 20 to 28 October, the faculty, student and staff members of the Cornell Board of Trustees will hold a listening session open to all members of the Cornell community.

“The objective of the meeting is for the campus trustees to hear faculty, staff, student and local alumni thoughts, opinions and concerns related to matters relevant to the board of trustees. They are interested in understanding better which issues members of the Cornell community feel are important and what their perspectives are on these issues. The perspectives shared at the meeting will inform discussions by the campus trustees with the board both at the upcoming meeting and going forward.

“For your information, our faculty trustees are Rosemary Avery and Nelson Hairston. They will be joined by the staff and student trustees. I wanted to also relate to you the University Faculty Committee will meet with leaders on the board of trustees next Wednesday evening. If you have issues you would like to submit to the trustees through the UFC, please send your notes to me, wef1@cornell.edu.

“Also, I would like to report there's an ongoing discussion between the UFC and the provost's office concerning matters of consultation. Some issues came up from the last meeting and also from last year. Just wanted to report that those conversations are still in process. Mr. Speaker, that concludes my comments.”

Speaker Beer: “Thank you very much, Dean Fry. We'll now hear a report from the Financial Policies Committee by chair Ron Ehrenberg.”

4. **REPORT FROM THE FINANCIAL POLICIES COMMITTEE**

Professor Ron Ehrenberg: “First slide, please. These are the members of this year's Financial Policies Committee. It's a very good group, since it is comprised of us.

(LAUGHTER)

“Next slide, please.

“Bill Fry asked me to report on the activities of the committee this semester, because he thought it would interest you. During the summer of 2011, I met twice with Vice President Elmira Mangum to keep up to date on the financial issues that the University was facing, and a fair summary is that because of all the work that was going into the New York City project, the University made a little less progress than it had hoped to resolving decisions about the budget model.

“We met September 15th with Vice President Mangum, and she discussed -- the meetings we had with administrators are under fairly strict confidentiality assumptions, and it is an opportunity for the faculty to hear things which really are not ready to be vetted publicly, but to give their reactions. And then at the appropriate time, the administrators tell us when we can go public.

“So Vice President Mangum discussed with us the progress that we were making on eliminating the structural deficit in the operational budget. Fair summaries were there, but to get completely there, we will require considerable effort on the administrative streamlining project.

“Second, she talked to us about what the implications for the university budget were on the ending of the special draw on the endowment that is going to end in fiscal year '14. And the bottom line there is hopefully growth in endowment will make up for it or, alternatively, there may have to be some reallocations from other things in the operating budget.

“She spoke to us about trustees' concerns about the level of reserves or fund balances in the University. We have an extraordinary amount of money that is just sitting around the University. It is not really sitting, because it's invested, but the trustees want to know why we had these balances. And with consultations with the deans, she and other unit heads, she was able to assuage them that basically these balances were -- some of them were invested in the long-term pool and were providing operating funds and some of them were savings done for priorities, including start-up cost for faculty.

“Some new members of the committee raised with her the question of why did the structural deficit arise in the first place; and this is something which actually has been publicly discussed, so I will not go over it, unless you want me to.

“And then she told us where they were in terms of progress on the new budget model and the issues that she will be discussing this fall, first with the deans of the colleges, then with the college business officers, then with the faculty Financial Policies Committee. The first is the treatment of undergraduate tuition; and that is, I think, the

decision which is most firmly along, and we will be meeting with Elmira on Friday to talk about this.

“And then the other issues, which seem to be less well-resolved, are the treatment of graduate tuition, the treatment of facilities and administration, which used to be indirect cost, revenues, to whom do the funds accrue and who pays for the cost that the funds are coming to us for.

“And then the issue of the university support pool; what should the tax rates be on what revenue streams to support central administrative cost and to provide funds to support new initiatives and to stimulate cross-college activities. We asked the Provost if he could send someone who was working on the budget model for the New York City project to brief us on a confidential basis, and he replied, "She's busy. How about if I come myself," which I thought was very generous for a busy provost.

“So we met with the Provost on October 4th to discuss the budget model for the New York City project. And our concern, given we are the Financial Policies Committee of the Ithaca campus, was what the implications of this project would be for the Ithaca campus. Committee members shared a number of concerns with him, and we had a very good discussion.

“After the meeting, Amy McCune suggested to me that it would be good for us to share our concerns with the faculty trustees before the trustees considered the proposal, which I think they did on Tuesday, so that's already been done. And so since we operate under strict confidentiality, I asked Kent if that would be all right. He said certainly. So Amy and I met with the two faculty trustees last Friday and raised a number of concerns various members of our committee had discussed.

“And then for the remainder of the semester, we are going to meet with Vice President Mangum to discuss the topics relating to the current new budget model; and in November or December, she will discuss with us what the plans are, the priorities for the assumption that will go into the fiscal year '13 budget that the Provost will bring to the Trustees. Usually the budget is brought to the Trustees in January, but she indicated to me this year it may be later for various reasons, and I'm hopeful we'll be able to arrange to have the Provost or Vice President Mangum make a presentation to this group on the fiscal '13 budget before the budget is adopted by the Trustees, but that's not something we've nailed down yet.

“So that is my report, and I'm happy to try to answer question, if there are any.”

Speaker Beer: "Are there any questions? Kindly wait for a microphone."

Professor Eric Cheyfitz, English Department: "If you could just summarize what the committee's concerns were about the New York City project."

Professor Ehrenberg: "I unfortunately can't do that. The Provost is going to do that."

Speaker Beer: "Microphone for the Provost, please."

Provost Kent Fuchs: "So Eric, I think there were three, if I remember. Please correct me if I'm wrong. I am not sure these are concerns, but they are issues they have asked me to address; and also I believe I've asked to come back and talk again to the group. One was the business model for this new campus relies a fair amount on master student growth over 30 years. It starts very modestly, so the question was is there demand for such master's degrees for that. That was number one.

"Number two was a question -- I should say the trustees we have been meeting with over the last several days have the same question, so we discussed it a lot, and that is there's a piece of the business model that relies on the philanthropy; and the question was what will be the impact on the Ithaca campus of that philanthropy over the next ten-plus years.

"And there was a third one. What was that? Oh, so what happens if the philanthropy doesn't arise? So for each one of those, I think we have good answers, and I'm quite willing to discuss them privately with anyone. The only reason we don't want to go public at this point is this is a competition, and I don't want to imply, for example -- it's not just the competition. I don't want to also imply to the city hall, the mayor's office that we are not fully committed to this, because we really are committed; but I would be glad to discuss any of those with any of you individually."

Speaker Beer: "Thank you, Provost. Thank you very much.

"So at this time, we are going to hear discussion on the award of Cornell degrees to Cornell faculty meetings, and then consider a resolution pertaining to that. Dr. Fry, you want to introduce that?"

5. [RESOLUTION](#) TO ALLOW CORNELL FACULTY TO OBTAIN A CORNELL DEGREE ([RESOLUTION LINK HERE](#))

Dean Fry: "Thank you. This issue has been with us for a very long time. People I've talked with don't know for how long there's been a prohibition for a Cornell faculty to

get a Cornell degree, but it's been for a very long time. And also no one I have talked with understood what the reason for it is.

“The reason that we have this resolution before us at this time is that it came from a college, one of their faculty wanted to get an additional degree and realized the prohibition existed and wanted exemption from that prohibition. It is gone to the academic deans, it's gone to the University Faculty Committee with no objection, if you will.

Resolution

Whereas: *Currently the University Bylaws stipulate that “No member of the University Faculty may be a candidate for a degree administered by Cornell University.” forcing these faculty to pursue graduate studies at a competing institution which may lead to faculty retention issues. Additionally, some cases of dual career faculty retention could be addressed with additional opportunities for faculty pursuing academic degrees at Cornell.*

Whereas: *Academic scholarship is changing to include greater emphasis on interdisciplinary activity, understanding, and collaboration. In some cases, this may foster an interest in faculty to obtain advanced degrees in more than one disciplinary area. Some current faculty at Cornell may wish to pursue a Ph.D. or professional degree (e.g., J.D.) in a field beyond their core discipline.*

Whereas: *The General Committee of the Graduate School agreed In November 2010 to changes that would be necessary in the Code of Legislation to allow University Faculty to be a candidate for a Cornell degree. The General Committee voted to “endorse changes in the Code of Legislation, Cornell University bylaws, and other pertinent university policies and procedures to allow tenured Cornell University faculty members, upon recommendation by their academic dean and with approval by the Provost, and upon admission by a Cornell graduate or professional degree program, to earn a Cornell University graduate or professional degree, when such pursuits are judged to provide institutional benefits and to be in the long-term interest of the University.”*

Whereas: *This potential policy change was discussed with the Vice President for Human Resources and with University Counsel. The next steps for considering this policy change involve the Faculty Senate and the Board of Trustees. Changes will be required to the University Bylaws, the Faculty Handbook, and the Code of Legislation of the Graduate Faculty. Because the University Bylaws trump the other two policy documents, the University Bylaws must ultimately be changed first, before changes to the Faculty Handbook and the Code of Legislation may be made, even if endorsed by the faculty. However, faculty endorsement (from the General Committee as attained above, and from the Faculty Senate) is necessary before moving this forward to the Board of Trustees.*

Whereas: *Including a provision in the University Bylaws to prohibit any voting faculty member to be a candidate for a degree administered by Cornell University was likely motivated*

during a time when the University Faculty was much smaller, when parochial interests and concerns about political favors were more common and there was a perceived need to guard against department or graduate programs falling prey to favoritism or antagonism in assessing degree candidates from faculty in other departments, and when much less emphasis was placed on the value of interdisciplinary training and scholarship.

Be it resolved that: *Articles XIII.2 and XIV.2 of the University Bylaws be amended to strike the sentence "No member of the University Faculty may be a candidate for a degree administered by Cornell University." And replace it with the sentence "A tenured member of the University Faculty may be a candidate for a graduate or professional degree administered by Cornell University upon recommendation by the faculty member's academic dean and with approval by the Provost, and upon admission by a Cornell graduate or professional degree program, when such pursuits are judged to provide institutional benefits and to be in the long-term interest of the University."*

"So the resolution, there are a series of whereases in the resolution itself that the university bylaws be amended to strike the sentence "no member of the university faculty may be a candidate for a degree administered by Cornell University," and to replace that sentence with the sentence "a tenured member of the University faculty may be a candidate for a graduate or professional degree administered by Cornell University upon recommendation by the faculty member's academic dean and with the approval of the provost and upon admission by a Cornell graduate or professional degree program, when such pursuits are judged to provide institutional benefits and to be in the long-term interest of the University."

"And John Siliciano has a few words to add to this."

Vice Provost John Siliciano: "Thank you. I'm here on behalf of Barb Knuth, who is the Dean of the Graduate School, who is away on travel. This issue actually came to me several years ago from one of the units. The Law School had a faculty member who's been working in an interdisciplinary way with another department on campus in another discipline. She'd reached the point in her work and research where she felt she needed a more rigorous training in the field, not only to deepen her research and the quality of it, but also to give her credibility across two disciplines in terms of publication.

"And then we ran directly into this somewhat ancient rule that says that no member of the University Faculty can get any kind of degree from Cornell. This is curious in the sense that senior lecturers or your senior research associates can get an advanced degree from Cornell; but you, as tenured faculty members, cannot.

“The apparent origin of this rule, as best I could tell -- then I handed it off to the graduate school, and their research was the same -- was from the very early days of Cornell. It was an anti-cronyism thing to keep people from the faculty club giving each other degrees over lunch.

(LAUGHTER)

“We are obviously in a very different world, both in terms of the rigor of our graduate education, our own professional expectations and, most importantly, the importance of being able to do this kind of cross-disciplinary work.

“So this is the proposal. It has been approved by the General Committee of the Graduate School, by the Graduate School Dean, the provost's office, the rest of the deans and the UFC, and we are here seeking your support on this.

“As you can see from this language, it builds in plenty of protection against the frivolous dissipation of faculty resources to go and get degrees that they think or might be fun to have, and instead requires that this be with the approval of not only the dean, but also of the provost's office and that it meet this requirement that it's to provide long-term institutional benefits. So again, we are also trying to guard against somebody simply upgrading with a Cornell degree and moving on.

“So I think it's well-couched. This is not a common occurrence. This is the only case I'm aware of where people have run into this restriction, but it is important in this case. Both the Law School Faculty and the receiving department were very interested in making this happen and ran into this prohibition. So we are seeking support for this proposed modification of the bylaws.”

Speaker Beer: “Okay, the resolution is before us, and we could have discussion. Any points of information first? Okay, discussion in the rear with the orange shirt.”

Professor Shawkat Toorawa, Near Eastern Studies: “Do our peers; however you construe them, allow this? And if they do, do they put the constraint that the pursuits have to be judged provide institutional benefit and to be in the long-term interest of the university?”

Vice Provost Siliciano: “Barb Knuth is traveling today, so I don't know exactly what they pursued internally. When I looked at it several years ago, as best you can penetrate into -- and this is often difficult with our peers, is getting inside the kind of operating machinery, because it won't necessarily be in the bylaws. This does not seem

to be a prevalent restriction. I think I did find it somewhere, something similar, but it's not a dominant restriction.

"The restraints here are our own. They were not borrowed. They are really what we thought was prudent as a way to make sure that the units themselves were invested in this joint effort, rather than it being simply something that the faculty member wanted to pursue."

Professor Toorawa: "Personally, I'm uncomfortable with the "when such pursuits" clause. Seems if the academic dean and provost are satisfied this individual wants to pursue a higher degree, we don't also need that to be predicated on the judgment that it provides institutional benefit in the long-term interest, because it could be very subjective.

"I also think it's not entirely in keeping with an idea of a kind of academic freedom that might be available. There's no reason to contain the faculty in ways differently from anyone else. They have gained admission to a graduate program; and institutionally, if the provost and the academic dean are comfortable with it, I see no reason why we should impose this further, potentially capricious clause that might -- someone might say the provost and dean are interested in approving this, but we don't see the long-term benefit of Toorawa getting a law degree to the institution. He probably wants to go to Harvard Law or something.

"Seems to me, if he wants to go to Harvard Law that is his business and not the institution's. So I'm very uncomfortable by that last bit; but I agree, obviously, with the change in the language in order to allow faculty to do this. I just don't like the last clause. Thank you."

Speaker Beer: "Thank you. Any other points of discussion? The gentlewoman in the orange."

Professor Valerie Hans, Law School: "This is my first faculty senate meeting as a new senator, and I wanted to speak in support of the motion. Is it okay to talk now about that?"

"I am from the Law School, and it's one of my colleagues who's most directly affected by this; but I want to also report that my colleagues and the Dean are very enthusiastic about it. One of the things that most of you know is that the terminal degree for law is a J.D., and our field has really developed in an interdisciplinary way, so many of our recent hires have both the J.D. and a Ph.D. And so this particular colleague isn't really

unusual in wanting and, in her view, needing additional Ph.D.-level credibility to pursue the kind of work that she's doing.

“So we're very enthusiastic about it. Our dean, Stewart Schwab, also wanted me to emphasize that from his perspective, he thinks given the small-town nature and us being one of the only games in town, and a fair number of dual-career couples, he believes that this will really help. He could imagine people perhaps wanting a year of law school, for example, during their sabbatical. So we anticipate being at the receiving end as well as the giving end of this kind of degree, and that spending some leave time in serious academic study in Ithaca could be an excellent way to use that time to benefit Cornell, as well as the individual faculty member.

“And you know, I really appreciate the point that you raised earlier. I just wonder what kind of criteria the dean and the provost would use in evaluating a request, if we don't have a specific standard for the request. So I don't know if you have any further thoughts on that.”

Speaker Beer: “Perhaps the gentleman can answer that at a later time.”

Professor Hans: “Okay, thank you.”

Speaker Beer: “Any other speakers wish to speak to the resolution, either in favor or in opposition? Does the gentleman care to respond to the question? No? Okay.

“Any other discussion, debate? Vice Provost, I think we seem to be ready for the question. So would you kindly, senators, please take out your clickers, turn it on.”

Professor Toorawa: “I have a point of information question. Will the drafters accept a friendly amendment regarding that final clause? Or would it not be so friendly?”

Speaker Beer: “No substantive amendment is in order at this time.”

Professor Toorawa: “I intend to vote against it, therefore, just as a point of information as well.”

Speaker Beer: “Thank you. Everybody have a clicker? Okay, we'll give you about 90 seconds or so to click away.

“Oh, sorry. For those who are new to clicking, A is yes for the resolution; B is no, in opposition to the resolution; C is abstain. So away we go. Click away, please. And the

green numbers on the right of the little icon indicates the number of people who have clicked already. The clock is ticking, and when we get to two minutes, we'll stop clicking, okay? So click away.

"All clicks in? And the results are before you, and the resolution passes overwhelmingly, with some opposition and some abstentions.

"So the next item on the agenda is the approval of minutes of the September 14th, 2011 minutes.

6. APPROVAL OF MINUTES FROM [SEPTEMBER 14, 2011](#) FACULTY SENATE MEETING

Speaker Beer: "Generally, the minutes are very well-prepared. Is there any opposition to accepting the minutes of the September 14th minutes? Seeing none, I'll declare that the minutes are accepted unanimously.

"Now, at this time we're awaiting the arrival of the President, and while we do so, we can hear from the Good and Welfare speakers. And let's hear from former Dean of the Faculty Charles Walcott first, and then we'll hear from Carole Davies, Professor Carole Davies.

7. [GOOD AND WELFARE](#)

University Ombudsman Charles Walcott: "Thank you, Steve. I just wanted to say a word about the University Ombudsman's Office. I have become, from my many sins, the University Ombudsman. And we are an office where you can come and staff, faculty, students, anybody in the Cornell community who has an issue that they wish to discuss privately, it's confidential, it's not part of the administrative structures of the University, and we will endeavor to be helpful and guide you or your colleagues to the resolution of whatever problem it is that might concern you.

"We are located in 118 Stimson Hall. You could also find us on the web on ombudsmancornell.edu, and we look forward to trying to be of service. Are there any questions? Good. Thank you."

Speaker Beer: "Thanks very much. Professor Carole Davies."

Professor N'Dri Assie-Lumumba, Africana Studies: "Thank you. I'm not Carole Boyce Davies. My name is N'Dri Assie-Lumumba. She has a conflict appointment, and she asked me to read this. I'll do my best to read it, but it's available in case I don't finish.

“Well, it says here following our various presentations the last semester by myself, Carole, and Professor Robert Harris, then Director of Africana requesting senate's support for a delay in Provost Fuchs's decision to merge Africana Studies into the Arts and Sciences and our request for a process by this was managed, it is important to put on record at the faculty senate what has happened to the Africana beginning July 2011.

“One, Africana has been put under receivership by the College of Art and Sciences. Two, the Director who was voted on by the Faculty has been bypassed. Three, there is no functioning director of graduate studies. Four, Africana is directed by two associate deans who hold office hours in the Africana, each two hours a week.

“Five, today management of Africana is in the hand of the administrative assistant, who is making decisions that pertain to faculty and the running of the unit. Six, a faculty member with a notorious public past has been put as chair of the search committee to recruit new faculty. Seven, the financial boon promised to Africana, as we anticipate it, is in the control of the dean of Art and Sciences and is really money to be used to hire new faculty, as we imagined.

“Eight, there is no public plan of action to move Africana out of receivership. Number nine, Ithaca's common council voted last Wednesday, October 5th, 2011, in support of Cornell University's Africana Studies and Research Center and in favor of a resolution requesting and reconsidering of the changes.

“So she concludes by saying the current Cornell's administration's recent actions come across as punishment for requesting a measured process by which the history of integrity of the Africana at Cornell would have been maintained with buy-in by all concerned as the desired outcome.

“We are baffled that this has transpired at Cornell University with public presentation, as a place where true diversity thrives, and we are amazed that faculty across the University are not concerned about this precedent. So from Carole Boyce Davies is the memo returned to be read today; subject, update on the Africana Studies and Research Center. Thank you.”

Speaker Beer: “It appears we have a few moments for questions for Professor Assie-Lumumba, if there are any. If not, well, thank you very much.

“Dean Fry suggests that we wait for the arrival of the President. Would you like to make some further remarks?”

Dean Fry: "Yeah. I apologize. There's been a miscommunication between my office and the president's office. I think he understood that he was to be here at 5:15, and I understood 5:00. So I do apologize. He flew back from New York City today. He is on campus and will be here shortly, so I would say why don't we take a five or six-minute recess, and David will be here shortly."

(RECESS.)

Speaker Beer: "At this time, I'm very pleased to be able to introduce president of the university, Dr. Professor David Skorton."

8. REMARKS BY PRESIDENT DAVID SKORTON

President David Skorton: "Thanks, everyone. I am sorry to make you wait. I thought I was seven minutes early, but as Bill says, you are even earlier. And I thought it was on faculty standard time, but I was mixed up; but thanks very much.

(LAUGHTER)

"I am so glad for the good turnout. I spent a lot of time talking about things that you do in trying some way to represent you, and university presidents so frequently want to say that we are reaching some big milestone in the university's history and a curve in the fork in the road, but we are really there in a couple of ways. I want to talk a bit about that. And next week at the annual trustee council annual meeting, we'll be kicking off some activities related to the sesquicentennial, and I wanted to share some of those ideas.

"As always, Bill has sent me some ideas about things to talk about, and I'm going to refer to my notes, and I'll try to answer the questions Bill raised and a few other items. I'll try to leave as much time as you like for questions and answers.

"So I want to talk a bit about -- no special order; go down the list that Bill wrote -- I want to talk about what we are calling the New York City tech campus. I'm sure you heard something about that here and there, directly from the Provost, from the media, maybe from others who you know. I want to share just a little personal reflection on why I think this is a worthwhile project for which Cornell can and should compete.

"The history of Cornell, as many of you know much better than I do, is one of admixing the highest level of research and pedagogy and public service. The combination, if not unique, is very unusual. And one of the perceptions that people have in the State of New York, where I have had a lot of contacts in my five-plus years here, view Cornell

as an institution oriented toward the up state of population through the sort of classic ideas of Cornell Cooperative Extension, other extension processes around the country that in the beginning dealt a lot with agrarian issues.

“As I’m sure many of you know, this is the Cooperative Extensions centennial this year, and not only are we active in all 57 upstate counties, we are active in all five boroughs of New York City. Secondly, people think about the great universities in the country that are combinations of powerhouses in the humanities and the social sciences on the one hand and the sciences on the other. They think about the tiny group of universities who are known to be adept at entrepreneurship and starting companies and technology transfer and so on. For the subset of faculty who are interested in that aspect of their work, the subset waxes and wanes. It is at a high point now around the country and is actually at a high point at Cornell.

“What people don't know, not everybody knows the very, very, very long history of Cornell faculty and alumni doing entrepreneurial activities. In one way or another, Cornell alums whom the Provost has recently surveyed have been responsible for starting or moving along 16,000 new companies, 16,000-plus.

“Secondly, you and the faculty of Cornell Medical College, the total faculty of Cornell University have started the work that you have done. Your intellectual work has been the nidus for 22 new companies in the last two years. Very big number. About two-thirds of those companies came from intellectual work that was done here in Ithaca, and about a third, a little more than a third, at Weill Cornell Medical College, where 40% of the full-time faculty of the University are.

“So with that background, I’ll burden you just a tiny bit with a bit of personal background. I have been interested in a long time in business higher education linkages where appropriate. I spent two years chairing something called a Business Higher Education Forum in Washington, which is a non-profit oriented bringing together higher education and business leaders to work on K through 12 issues, as well as the transition into post-secondary education. And I worked with former Governor Patterson and with the current administration in some modest economic development efforts.

“So you have currently very, very good credentials in technology transfer and economic development. The University has fabulous credentials over the decades, and it’s a personal interest of mine. So when Mayor Bloomberg of New York City decided to try to attract a campus to New York City to focus on tech sort of start-up activity, I thought,

the Provost and many others thought that this was a very logical thing for Cornell to be involved in.

“There are four reasons why I believe Cornell is a logical choice to do this. It will sound like a sales pitch, and I have said this a lot in public, but this is what I believe: First, the faculty at Cornell are one of only six faculties, as Kent and I count them, world-wide to be ranked in the top ten in all of the fields relevant to tech-based economic development.

“Secondly, Cornell University now and in the past has an enormous engagement with New York City. 50,000 Cornell alumni live in the metro area in New York City, and I'm sure you know that Cornell has nine footprints in New York City, including eight others besides Weill Cornell Medical College.

“Thirdly, Cornell actually is very experienced in doing capital projects in New York City. As I'm sure everybody here knows right this minute, the University is doubling the research space at Weill Cornell Medical College, including some space for faculty from Ithaca in a \$1 billion project between 1st and York on 69th Street. It's \$1 billion, this much because it's big and this much because it's in Manhattan. It is a very expensive project, but that's going on.

“And fourth, Cornell is one of very few institutions that have a generations-long history of managing a campus distant from the mother ship. So the Medical College has been generations in New York City, where the university organization hierarchy are here in Ithaca. And through the medical college, through Weill Cornell Medical College, we are in our eleventh year of manning a medical school in Doha, Qatar in the Persian Gulf. “So for those four reasons, I think it makes sense for New York City to look at us. Does it make sense for us to be doing this? And I think it does, and I want to read you a couple of quotes. I'm reading them as quotes, so I don't get them wrong, one from Dan Huttenlocher, the dean of the faculty of Computing Information Science, and one from Lance Collins, the dean of the College of Engineering.

“I am just going to read these. Forgive me for reading them. I want to make sure I get the words right. I asked Dan and Lance early in the process why are you interested from the point of view of your faculty in doing this, what could be construed as a sort of a very different direction for the University. And Dan said he believes an increasingly important part of remaining a top program in computer science and related fields is having visible commercial impact as well as academic impact. And Dan says that the faculty in CIS very largely agree with that, and that's where he got the motivation to say that.

“And Lance Collins says it is clear that the brightest students are increasingly attracted to engineering programs that offer a great technical degree, combined with the opportunity to learn about entrepreneurship, end of quote. And Cornell has this very interesting entrepreneurship program that, as you know, touches nine colleges and is administered jointly by those colleges with a rotating dean.

“So from my perspective anyway and from the perspective of many faculty and many students on campus, it looks like something at least we ought to be in the running for. The student assembly has passed a resolution in support of this project. They are making videos, they are pushing hard, and I have gotten some feedback actually from many in this room directly to me and others through Bill and other leaders about the faculty's feelings.

“And what I have heard is that the faculty are interested to learn more about it. Many of them are very strongly supportive, and many of them want to be sure that we are going -- if we get the nod and do this campus, that we're going to manage it in a way that is disciplined and that will not put us at financial risk at a time where we are just digging out from the very big financial hole.

“And I want to tell you personally, although I think you have heard this from Kent and others, that we are going to manage this whole process exactly as we have been doing our best to lead and manage the processes on this campus. We established capital spending rules that many of the leaders know about in which we match what we do to the resources available, instead of further leveraging the University by acquiring more and more debt, and we are going to follow the same capital spending guidelines in doing this project as we do anything else in the University, either in Ithaca or New York City. So I'm glad later to talk to you more about that, answer any questions.

“Speaking in the financial health of the University, I have more good news to tell you. Because of a variety of circumstances, because of a lot of belt-tightening that you have lived through and contributed to, because of a very, very substantial return resurgence of vigorous philanthropy at the university and because of some other one-time or short-term revenues, we are going to finish -- the year that just ended was the year where we had a positive balance, and the year that we are in now that we are about a third of the way through, we will end this year with the annual operating budget with a \$14 million surplus in terms of the operating budget of the University.

“What I call the structural deficit of the University, as a noneconomist, non-finance person, I define that as comparing expenditures that I know we have to make on the one hand with revenues that we can count on and predict to be recurring, and the

difference between those; that is an excess of expenditures anticipated compared to our revenues that can be anticipated.

“As those of you know who were here at the time, in the '08-'09 academic year, that year, that one year we had structural deficits, that is a difference between predictable revenues and predictable expenditures of \$148 million, with the projection that without some very substantial change in how the University was being managed, that would float up to over \$200 million of a year, of a divergence between the revenue and expenditure curves.

“Because of these factors I told you about, initially slowdown in faculty hiring, very substantial reduction in the staff workforce, I eliminated two vice presidencies from the university, Kent did a very, very magnificent job of managing this budget, that structural deficit this year is down from \$148 million to \$16 million. So not quite the -- the curves haven't quite come together, but they are very close and going the right direction, the direction of convergence.

“So now we are hiring faculty again -- I'm going to get back to talking about that a little later -- at a very good clip, as we ought to be. And it's very important to me and to you, I'm sure, that we continue to do the right thing to manage the University in a way that will allow us -- I hate to use the word "sustainable" too often, but in the sense of fiscal sustainability, that will allow us to project growth and new initiatives and so on far out in the future without fear of getting into the kind of leverage that we were in three years ago.

“The trips I make around the country on your behalf and, to some extent, around the world, people are always asking about how the University is doing, what sort of metrics can you tell me about how the University's doing. I'm always bemused by that question, because how do you size up this unbelievably complex structure and human dimension in a set of metrics, but I'll share some of the metrics that I share with alumni and some alumni who are faculty at other institutions.

“One is how much in demand Cornell is by undergraduates for undergraduate education. And this last year again, we had a record year for applications, about 36,400 applications for about 3,100 slots in the freshman class; largest in the history of Cornell by a slight margin from the year before, which was then the record, and the largest number of applicants in the Ivy League again. So Cornell is very, very much in demand.

“The students who have matriculated, your students who matriculated just several weeks ago are what I’m calling the sesquicentennial class, because most of them will graduate in 2015. I stayed in Donlon again, to know some of the students. It’s a fascinating experience to live in the dorm. It’s the sixth year we have done that. The students come by the room a lot. We have a policy where we leave the room door open when we want them to feel they are welcome to come in, and close it when we want them to leave us alone. Mostly they come anyway.

“And the students come really in three categories to say hi to us. Some students come, it’s clear, because parents said, “I want you to go see who’s running that place, just cast eyes on him and tell me what you see.” There’s a certain look that you can tell. There are some students who come by because they just think it’s cool to have somebody my age in the dorm, and they want to see, you know, can I still move around? If I sit down, can I get up, stuff like that. And I’m not being facetious. They are looking very carefully. And if I groan or something, they do something clumsy and do something like this to each other.

(LAUGHTER)

“There’s a lot of them who come and really want to talk about stuff, including things they are unhappy about, should have done this or that in the orientation, although mostly they are very, very happy with the orientation process; or they have some ideas to share with me. And I have been able, over the five previous times that Robin and I have done this, to form relationships with obviously a small fraction of the students entering Cornell that tend to last through the students’ years and after. I still have e-mail relationships with students who were -- with whom I shared a fire drill in my pajamas outside of Donlon in 2006.

“The students are very, very much more concerned about vocational prospects after college than I believe they were ten years ago, and perhaps even more than they were five years ago, although I haven’t been here long enough to have a very large in on that set of observations; but I will tell you I’m proud of the fact that there are robust enrollments at this university and the breadth of liberal arts disciplines.

“I hope many of you know that I tried to take a very public stance on the importance of non-science fields, especially the humanities and to some extent the social sciences, and Cornell’s one of those places that’s making very substantial progress and stability in students’ interests in those fields, and it’s very, very important to me that I can report that to you. You know that because you are teaching them, that I can report that on your behalf elsewhere.

“People ask me about university rankings, and I share my point of view that there's all kinds of different rankings; there's rankings predominantly of the undergraduate experience. Cornell tends to be somewhere between 12th and 18th, 12th and 15th, something in that range, in the country among all colleges for undergraduate experience. I think that's a very, very high ranking, which I'm very, very proud, given that the overall mission of this university includes a very important focus in undergraduate education, but that's not the entire breadth of the focus of the University.

“In worldwide rankings that look at us as the comprehensive institution that we are, undergraduate education, graduate and professional education, research scholarship, creative activity, arts, humanities, the whole nine yards, but not too much emphasis on public service, but in that university ranking that emphasizes the combination of pedagogy and research, we are ranked extraordinarily highly in the Shanghai Jiao Tong University international rankings, arguably the most prestigious ranging, we are almost always in the top 15 or so. I think we were maybe 13th this last year, 12th or 13th in the world.

“And then there's many, many individual rankings of disciplines that I won't burden you with, but you know many programs here are ranked by reputation in the top five, top three, top one. And in the state of New York, in a more concrete ranking that is based on research expenditures, the vast majority of which you and your colleagues bring in outrageously competitive environment, federal environment, we continue to be the largest research institution in the state of New York, bar none, including all of New York City, by a fair margin.

“So those are some of the things that I mention when I'm trying to represent you and the good work you do around the country.

“Bill asked me to talk about student well-being, which is a hugely important topic. Bear with me as I touch on a handful of very, very important issues. The physical and emotional dangers of the age group 15 to 24 are interesting, troubling and demand our attention. That 15 to 24 age range, where most of our students are, is an age range where medical science, if I can use that general term, has eliminated a lot of the deaths that used to occur in that age group to childhood diseases. Not all, of course, but most of them.

“And what remains as a cause of mortality in that age group are accidents, number one, mostly automobile accidents, other kinds of accidents; for all people that age, number two is homicides; and number three is suicides. On college campuses, homicides are

very unusual because of the proscription against firearms on campus, and so suicides are the second largest cause of mortality in that age group on college campuses.

“And so even though not common and even though in most years very rare at a school like Cornell, whenever it happens and whenever anything else happens that reminds us about the tumultuous period that we all go through when we are that age, emotionally and psychologically tumultuous period, and the dangers, it behooves us to focus on what we can do for those dangers.

“And I want to tell you to your face, as I have said many times away from here, how very, very proud I am to be your colleague when you have tackled this over the last 18 months or so in the deliberative way that you need to do it in terms of thinking about everything from the academic calendar to many, many other issues, and I know that you are going to continue to think about that.

“Also, we are fortunate -- we have been for a while -- to have Dr. Susan Murphy as the VP for student academic services, who's a very thoughtful data-based, evidence-based person in doing the right thing to prevent -- everything possible to prevent more issues on campus; not just mortality, of course, but all kinds of issues.

“And one of the areas that we have focused on, I hope you are aware, is that of high-risk drinking on campus, which is a very substantial risk here and virtually across the country, across the different types of higher education institutions. There's about 4,200 colleges in the U.S. that run the gamut that you are well aware of, and one piece of that is getting together with leaders of other institutions, especially leaders in the job that Dr. Murphy has, to learn what other people are doing and not pretend that any one institution has all the answers for how to deal with what is a ubiquitous problem.

“And there's two national initiatives that Dr. Murphy and I are involved in on your behalf. You probably know about it, but the National Institutes of Health has a couple of dozen institutes focusing on different biomedical issues, one of them is the NIAAA, the National Institute of Alcohol Abuse and Alcoholism, and they have a higher education advisory group that was just formed a few months ago in response to what's recognized as a national crisis, I think would be a fair term to use. And that includes leaders from different kinds of institutions, and we are on that group.

“And then secondly, the president of Dartmouth University, Jim Kim, has developed a learning collaborative that he calls it on high-risk drinking. It involves 32 campuses now around the country, and we are one of them. We are very active. Too early to give you any brilliant ideas, but we are working toward, I would call it a social science,

evidence-based approach to finding out what things that are, what changes in the way we do things on campus might have evidence behind it for lowering the risk of deaths and morbidity from drinking.

“One risk factor -- I'm a doc and I use that term -- one risk factor for high-risk drinking on this campus and many other campuses is the Greek pledging system. And after the horrendous incident that happened here in February, we have decided and I announced actually in the "New York Times" a few weeks ago we are going to end the pledging system as we now know it at this university, and working with Dr. Murphy and Travis Apgar and Kent Hubbell and the student leaders in the Greek system on the campus, we are going to come up with a different way of trying to maintain the very, very good aspects of the Greek system, while radically reducing this risk.

“And I want to tell you how appreciative I am of the many, many expressions of support I have gotten from you and your colleagues. We have also heard from an organization that represents some three to four dozen national Greek organizations that wants to sign on to work with us. They have developed a video on their web site with quotes from the statements we have made, and so we are going to do our best to deal with what is a very, very tough nut to crack, but one that has to be faced. We are going to try to do this on this campus.

“In addition to this, one other area a bit more removed from most of our day-to-day life has to do with concussions on the athletic field. And Jim Kim and I cochaired a group in the Ivy League of university presidents and athletic directors, coaches, physicians and trainers, and have new rules changing and reducing the amount of contact that can be had in football, both in training and in the games, and we are using those rules this year.

“We hope it will become a model for changing things nationally. I'm on the board of the NCAA, and we are going to do our best to see if we can promulgate some of these ideas. Whether or not they go beyond the Ivy League, we are going to do our best in the Ivy League.

“You have been following along the issues we have had on gorge safety, a very, very timely issue, and we have had three accidental deaths, as you know, just during this summer, this last summer here in the gorges. And four task forces were established. Some were continuations of work done previously by faculty, staff and administrators at the University, and those task forces are going to report in the next three weeks or so and we'll see what they come up with.

“We had a community forum a few weeks ago that some of you may have participated in, got a lot of good ideas there. We are still working with the City of Ithaca on means restriction on the bridges over those gorges and other areas and, as I hope a lot of you know, we settled on a design of having some fine steel mesh nets under the bridges rather than the structures that are on the bridges now.

“We are still working through the City to figure out a way to make that cost-neutral to the City in a way that we can afford to help with and, of course until those discussions come to fruition, we can't implement these; but we have done a lot of studying, a lot of very important input by faculty and staff, and we are ready to move forward.

“I have gotten a lot of feedback from faculty to think more broadly about the mental health of our students beyond the gorges, beyond means restriction on bridges, beyond even the drinking issue, and we are taking that advice very seriously. Dr. Murphy and Dr. Janet Corson-Rikert, the Director of Gannett, have hugely -- I think that's a fair qualifier -- hugely increased the staff at Gwinnett in the mental health area and are continuing to do that, and we continue to move funds into those areas.

“Dr. Murphy did, despite the financial austerity we suffered the last two, two and a half years, and many of you, as well as staff have participated in this so-called notice and respond program, where you can learn more about how to notice that someone's in distress and respond to it in a way that can be helpful.

“And I'm reminded by many of you and by many staff employees at the University that stress and mental health issues are not limited to students. And we, through the faculty and staff assistance program, have also ramped up our attempts to respond to distress among each other as well. And so I'm very, very proud of all those efforts.

“Bill asked me to talk about how the recession has affected the financial needs of our students, that is the students who are already here. And that's a hard experiment to do. It's an uncontrolled experiment, because what we did was greatly increase the financial aid packages, and so I can't do the experiment where we kept the variable the same and saw what happened to the students.

“We assumed that there were going to be greater needs, given the recession and given the very substantial tuition and fees at Cornell; so we went ahead, as you know, about three years ago and greatly, greatly increased the student financial aid. We have doubled the university's allocation of funds to student financial aid, and Kent has found a way to do that going toward the future that will remain in equilibrium with the budget; but I can't answer Bill straight up in an intelligent way exactly how the recession quantitatively has affected our students.

"I give out to the students and faculty, staff and parents my personal e-mail. I get a lot of e-mail from parents all the time. And many parents -- by many, I mean dozens; not hundreds, but dozens -- wrote me in the first year of the recession and said there's a good chance we are going to have to pull our child out of Cornell because this is just too much, but that's anecdotal, Bill, and I can't give you a less anecdotal response to that.

"I want to talk about diversity efforts on campus. It's an area of constant priority for me and I know for many of you. Kent and I and the provost at Weill Cornell Medical College and Dr. Murphy and Mary Opperman, the VP for Human Resources and Safety Services are comprising a new approach to trying to do even better on diversity on this campus.

"We are going to be rolling out some information on that during the year; but along the way of thinking our way through that, the different offices in the university have brought some new people on campus to work with us, experts in this field that I'm very proud are now part of our campus.

"And Bill, if there's still time, I would like to take a moment to introduce them. I promise they won't say anything or respond to questions. They will just look great and get up and let us say hi to them. So A.T. Miller is the new associate vice provost for academic diversity initiatives, if you could be recognized, please. Thank you, A.T.

(APPLAUSE)

"Let me tell you a little tiny bit, because I know university administration is always baffling. It's even baffling when you are on your way up Mount Olympus or whatever it is where we are. A.T. is the head of the Office of Academic Diversity Initiatives, which used to be called OMEA, Office of Minority Educational Affairs, and his charge is to improve academic achievement with a focus on low-income and first-generation college students, as well as underrepresented minorities.

"If any of you were a first-generation college student, which I was, you know it's a different experience than going to college when you have generations of experience behind you.

"Renee Alexander, if you could stand to be recognized. Renee is the former --

(APPLAUSE)

“Many of us know Renee, former director of the Diversity Alumni Programs, and several months ago, about six months ago became our Associate Dean of Students and Director of Intercultural Programs. And Renee's new charge is to strengthen the sense of community throughout the student body and oversee the student life aspects of the diversity programming.

“And just at the beginning of the semester in August, we welcomed Sheri Notaro. Welcome.

(APPLAUSE)

“Welcome, Sherry. And Sherry's the new Associate Dean for Inclusion and Professional Development. She comes from Washington University, and she's going to lead the graduate college -- graduate school initiatives to enhance academic and professional development of graduate professional students on this campus, fully a third of our student body.

“I want to end by just talking about this business of faculty hiring. Believe me, I'm not pandering to you when I say the state of the equilibrium between faculty requirements and hiring is the single most important measure of the vitality of the University, and during the beginning of the recession we fell to a very low ebb in the rate of faculty hiring at a time where, despite the recession, people continue to retire.

“And we're looking, as you know, people my age not continuing to work for more than, say, 10 or 15 years at the outside in the full-time capacities that they normally work. And various demographers have estimated that in service professions, including higher education, that up to 40% of the professional workforce will turn over in the next 15 years.

“So when Kent uses the term faculty renewal, it's not just a cliché -- I mean it is a cliché, but it's not just a cliché. This is going to be a renewal of the faculty at a very rapid clip, and thanks to his management and thanks to the liquidity that the University has now and thanks to a very substantial change in how the University's administered and great reduction in the staff workforce, which of course is an enormous change, we are hiring at a very rapid clip now, faster than we hired before the recession.

“And we are one of the universities that has the financial capability right now to do that, and we are doing it. And a figure that I find very impressive is that this year-to-date, the year that started on July 1 to date, 63 new faculty have joined the professoriate at this university, 63 already this year. Even more are on the way, and it's a tribute to

the fact, I believe, that the provost and the deans have their compass set in the right direction, that we are focusing a lot of financial strength on hiring faculty ahead of retirements.

“So it's very hard in this financial environment to imagine a substantial enlargement of the faculty, but it's also very, very important not to let the faculty go backwards in size. So we are making progress on that. In the last few months, I have become actually more than optimistic, confident I think is the word, that we are going to execute this faculty renewal in a way that will serve the University well.

“Those are the topics that you told me to cover. If we still have time, I'm thrilled to take some questions. Maybe just one more thing before the questions, and please take this as genuine and authentic: It really is a thrill to be here. I've just agreed to stay for another five years, and it's a thrill to be on this faculty and the teeny tiny bit of faculty work I do in Biomedical Engineering and the Medical School is some of the most enjoyable stuff that I do, next to coming to the Faculty Senate.

(LAUGHTER)

“And I'm look forward to continuing to work with you for a long time. Thanks. Thank you.”

(APPLAUSE)

Speaker Beer: “Thank you very much, President Skorton. The President has generously allowed a few minutes for questions. I would remind speakers to please raise your hand, be recognized, wait for the microphone and then stand and identify yourself by name and administrative unit.”

President Skorton: “That's a lot. You should put that on a slide.”

Speaker Beer: “Gentleman in the blue.”

Professor Yuval Grossman from Physics. Can you hear me?”

President Skorton: “Yes, I can.”

Professor Grossman: “I feel it's a general statement, I feel a lot of, how I would say, distance between the administration and the faculty. And I really think it is kind of bad, and just seeing the way you speak, there was nothing about like faculty beside like

the hiring, and you talk so much about other things. And I'm relatively new here, and I think that's a big problem. I am not saying it lightly, okay.

"And one thing I want to say is the following: Actually my son is in Donlon, and I think he was just above, and he went to see you. I think that partly because I told him he should see you, but I don't know.

(LAUGHTER)

"So you identified true, but I have one issue that I have for a long time is the issue of the faculty lunch that you decided to close. And I think it's not about deciding to close, but the way it was done, and the way that for two years ago now, nothing. I tried to talk to you for three times already. And I must say that my son, after you were talking to him, he came out and he texted me and said you know, the President said everybody in the Cornell community who have an issue, my door is open for him.

"And I told my son, you know, I don't think he really meant it for me. My son said go and ask him again, so here I am asking you. I mean, do you really mean -- it's not an issue for -- it's an issue -- it's not only me. There's many, many of us, despite some people think we are an insignificant minority. Many of us care about many of those things. So I'm here, and I really hope that there's something can be done, more interaction between us."

President Skorton: "Good. I appreciate that, Yuval. We are going to have to agree to disagree about one thing, though. Even if you feel very strongly about something and come to me, it doesn't mean I'm necessarily going to do it. I'm sorry. That's not the same as engagement. It's just not the way it is. And so when your son said that I told him that my door is open, it's true. My door is open. It's not the same as saying that because someone is very concerned about something, that we are going to do that thing.

"I want to remind you about something that I know you know -- my turn to talk now, so let me just answer you. I want you to remember the financial austerity we have gone through in the University. We have had a 9.5% reduction in the staff workforce. You probably never worked in a higher education institution that's reduced the staff workforce that much, Yuval, so it doesn't mean you don't have a good idea. It doesn't mean I wouldn't like to see a faculty club.

"Two of the places that I was before I was here had a faculty club. At UCLA, we had a faculty building, not just a club, a building; but it's just not possible to do that right now, and it's not a sign of disrespect that I have for you. It's just a decision that had to be made. So I hope you can come to me about this and many other issues, but it's not a

sign of disrespect for you. It's just a sign that sometimes a decision has to be made and you may not agree with it."

Professor Grossman: "I want to make it clear. It's not about making the decision. It's -- I cannot come and really talk to you. So the faculty come and said okay, let's talk. And you know, I think I'm smart enough to understand things, and the point is about discussion. You know, you always say -- and I will understand. My problem is that nobody, nobody really give me the facts. I'm not upset about the fact that you have to decide. I completely agree. I want to know the facts."

President Skorton: "That's fair enough. I'm here partly to get such feedback today. It's not possible for me to meet with every single person, but it is possible for me to meet with you, so we'll get together and have a cup of coffee. I appreciate it. I appreciate it. The way to do that is write me at my e-mail address and I'll find a way for us to get together. I appreciate you bringing it up. Thanks. Tell your kid I still think his dad's a good guy anyway."

Speaker Beer: "Gentleman here in the front. One moment, please."

President Skorton: "He doesn't have to introduce himself. Watt Webb."

Professor Watt Webb, Applied & Engineering Physics: "Thank you. I'm wondering if you could comment on the effects of the changes in New York at Cornell's Weill Medical and their -- both their new management and that new facility for research. Will that have an impact here?"

President Skorton: "Just to repeat the question, in case you didn't hear, Watt asked whether the new leadership at Cornell and the program of new research space would have an impact on -- if I could paraphrase and read a tiny bit into the question -- have an impact on interactions between faculty on the two campuses and receptivity to that interaction. Is that right, Watt?"

"Okay. So we have hired a new dean at Weill Cornell. I hope you had a chance to read about it. It's one of her generation's most prominent scientists, Laurie Glimcher, head of the immunology program at Harvard, and she's starting on January 1. She is extraordinarily interested in linkages between the campuses. She'll be here -- Kent, can you help me? Next week maybe? I think perhaps as early as next week. I think next week is a short visit, but she'll be here again and again and again. She is very interested.

"Now, as you have all brought up -- and this question, it is a very good point, it's one thing to have a proclamation of interest. It's something else to actually interact, so I think you will find her to be a very interactive person, very receptive. The building is going to double the research space, which is modest, as you know, Watt, at the Medical College. And the Medical College has been hampered by the research space.

"It's hoped that there will be a chance for us to turn that in a more positive trajectory. In the plans for that research building, there is a portion of one floor identified in the plans to be accessible by Ithaca faculty, and that was done largely with Biomedical Engineering in mind in the beginning because of the very close linkages between some BME faculty and -- on this campus, of course, and faculty in neurosurgery and other departments of the medical college; but we are thinking that -- and that intellectual partnership between the two provosts is very, very important.

"Kent was on the search committee, Watt, that chose Dr. Glimcher; thought it was important he be a part of it, and Mike Kotlikoff, dean of the vet school here was on a faculty committee that advised me on developing the job description and so on before we started the search. So there's been serious Ithaca involvement in addition to me, on the process, and I'm very, very optimistic.

"You have been a stalwart of working and trying to work with Weill Cornell, and you'll be part of the litmus test. Tell me what you think when you meet her."

Speaker Beer: "Other questions?"

Professor Abby Cohn, Linguistics: "I was wondering if you could say a little bit more -- you addressed, I think, what is a major concern for many of us relative to the New York City campus, which is it seems -- well, possibly unfortunate is our motto more and more is do more with less, and it's hard when we've already been in a mode for quite a while to see how we are going to undertake this initiative without doing some damage to the strengths and resources that we have here. And you acknowledged that as a concern, but if maybe you could say a little more about that."

President Skorton: "Yeah, it's very important -- can you give me a few minutes, Bill, so I can address it more fully? Otherwise, we could figure out some other way to communicate after the fact. Let's just think together of the ways that any new initiative, this one or any other one, could hurt another part of the university.

"So one way would be directly funds spent on that initial give were taken in whole cloth from another initiative. In other words, there was something the provost or dean

or department head wanted to do or committed to doing and say we are not going to do that, we are going to take money away from that and put it into this.

“And we are definitely not going to do that in this case. All of the commitments are forward commitments where we'd have to raise new revenue to do that. So that's one. There's nothing in the plan to cannibalize money from something against which we are committed, and it's important I say that. I think Kent said that in the past, but I think it's important we repeat it again and again.

“Secondly, we could hurt the University by further leveraging the university's equilibrium, financial equilibrium like the balance sheet, such that the debt load of the University increases and changes our ability to borrow more money for a project later for Ithaca or for New York City Medical School campus or something else, we reduce our bond rating and the next time we want to go out for tax-exempt bonds, it costs even more, whatever. And we are right now in the beginning of setting up this campus. Kent has taken off the table any external debt.

“Thirdly, Kent and Elmira Mangum and Kyu Whang, the VP for facilities and Joanne DeStefano, the CFO, established new capital spending guidelines; that is, when you build a capital project, to pay as you go as opposed to doing it based on debt. And these guidelines are as rigid as you would want them to be, so that even the projects on this campus don't do things that limit the overall flexibility in an excessive way.

“And you can look on the web site. I tried to be very public about these rules and not make them mysterious, but Kent has pledged to the board and made it very public that we are not in any way bending a single one of those rules for the amount of money that would have to be raised.

“I will give you some examples on this campus. So the expansion of the Johnson Museum was done completely with philanthropy, and it was done -- took a little longer to get it done because of that, but it was all done. And there are many other examples of projects where we have been following these spending guidelines.

“And then the fourth would be, perhaps the most important, would be whether it affects this faculty renewal, whether hiring somehow oriented toward that would affect hiring on the Ithaca campus. And I have had to defer, Abby -- I hope you accept this as reasonably -- I have to defer to the deans in that regard, that if the deans feel that part of the overall thrust of faculty renewal in the colleges that would be hiring the faculty should be in this direction, I don't think it's my place top-down to tell them to do something different. And the deans of the two colleges that have been most active, based on the field we are serving, feel this is not only not hurting faculty renewal, but very important to the direction of faculty renewal.

“The proof is going to be in the eating, though. As it goes forward, if we get the nod to do this and end up negotiating with the City, we have to see what they want and what we can do. And Kent -- of course you expect me to be partisan to Kent, but you could not be represented by someone who is taking more of a faculty perspective on this, because Kent wants to do this very vigorously, and I do as well, in a way that's good for Cornell University as well as good for New York.

“And so it's a very important set of questions you are asking, very important; and we talked about it a lot. We talked about it today with groups of people in New York City. So please stay in our face about this. You'll hear a lot about this. Kent and I will be open about what's going on, going forward, and believe me, this is very much in our minds.

“I appreciate that. Appreciate your questions, Yuval, and yours as well, Watt, and thanks for letting me come today. Appreciate it.”

(APPLAUSE)

Speaker Beer: University faculty senate is adjourned.

Respectfully submitted,

Fred Gouldin, Associate Dean and Secretary of the University Faculty