

Minutes of a Meeting of the
University Faculty Senate
October 13, 2010

1. CALL TO ORDER

Speaker Steve Beer: "When you speak, please rise. Wait for the microphone to get to you, and then identify yourself as to name and department or other administrative affiliation. There are no Good and Welfare speakers today, so we will proceed with the agenda as is on your screen.

"At this point, we are going to have a report from the Nominations and Elections Committee, and Dean Fry will give that report."

2. REPORT FROM NOMINATIONS AND ELECTIONS

Dean of Faculty, Bill Fry: "Fred Gouldin is the chair of the Nominations and Elections Committee, but Fred is sick this afternoon and asked that I present the report. So Steve, next slide. Next slide. And the next one.

"The Nominations and Elections Committee has been working really hard. It's been a challenge to fulfill the membership of the various senate committees, but I have these appointments to announce: To the Educational Policy Committee is Andrea Parrot and Charles McCormick; Faculty Advisory Board for Information Technologies, Carlton Gillespie, Monica Geber, and Paul Velleman, who has accepted the position of chair of that committee.

"For the Faculty Advisory Committee on Tenure Appointments, Sanjay Mohanty, David Lee, Steve Robertson and Tim Hinkin.

"For the Faculty Committee on Program Review, John Abowd and Raymond Craib. The Lectures Committee, Chris Anderson, Joyce Morgenroth. Library Board is Jeremy Braddock, and the Local Advisory Committee is Angela Douglas.

"And I think that completes the report from the Nominations and Elections -- oh, there is another one. Sorry. For Sexual Harassment Co-investigators, Mary McCulloch; University Assembly, Howard Howland have agreed. And for the University Relationships Committee, Steve DeGloria and Sarah Kreps. That then concludes the report from the Nominations and Elections Committee."

Speaker Beer: "Thank you. So the Senate is going to accept the report. And to give us some practice, we are going to use the high tech voting procedure which you received when you came in. So the idea for this high tech voting procedure is, if you look at your clicker, you will see there are letters next to each click position. A signifies yes, B signifies no. So let's practice now.

(LAUGHTER)

"Those senators wishing to approve the report -- seems to be a procedural question.

"Oh, yes, it is necessary to turn on the clicker. Very good.

(LAUGHTER)

"Thank you very much for that point of information. So again, you first turn it on by hitting the button at the bottom, the on/off button. And then you click A if you approve the report and B if you don't approve the report, okay? So now it's time to click away.

You have a comment?"

Professor Abby Cohn, Linguistics: "Just a question, information question. So how does one abstain?"

Speaker Beer: "I think probably we could click C, for those who wish to abstain. Okay, so have you had a chance to click for one hour -- sorry. One minute. There had been several clicks, so let's give you another ten seconds to get your click in. Remember, A for approve, B for not approve, C to abstain. Another question."

Unidentified Speaker: "How do we know our votes recorded? Is there a paper trail?"

(LAUGHTER)

Speaker Beer: "This is strictly high tech, and we are saving on paper to preserve the greenness of the campus, even in light of the fall colors."

Professor Richard Burkhauser, Policy Analysis & Management: "When you click, if the green light goes on, that means you have successfully voted. You can click as many times as you want.

"So now you see the results of the vote for approving, and –

(LAUGHTER)

“So maybe I should ask President Skorton to please interpret the –“

President David Skorton: “There's 48 votes for ayes, 1 vote for nay, two abstentions, one person's offended that I am here.”

(LAUGHTER)

3. APPROVAL OF MINUTES FROM SEPTEMBER 2010 MEETING

Speaker Beer: “Thank you. We will go to the next item on the agenda. The next item on the agenda is the approval of the minutes for the September 8th, 2010 meeting that were distributed in advance of the meeting to senators. Of course, I needn't remind you that only senators are authorized to vote. All members of the faculty are authorized to speak at a senate meeting, but only senator's vote.

“Shall we try to click again, or should we do this by voice vote? Any objection to approval of the minutes of the September 8th meeting?”

“Hearing none, we'll declare the minutes of the September 8th, 2010 meeting approved by unanimous consent.

“Now we are going to call on Dean Fry to introduce our featured speaker of the afternoon.”

4. REMARKS BY AND QUESTIONS FOR PRESIDENT DAVID SKORTON

Dean Fry: “Thank you, Steve. I had requested the pleasure of introducing President Skorton this afternoon, because it really is a pleasure to do that. He has agreed to address the community at least once a year. It is just a really fun thing to do. I think we are -- I feel quite proud that David Skorton as our president, for a person who can get on the stage with Wynton Marsalis in September and be appointed to the Institute of Medicine of the National Academies in October, I think we are really covered. I think the jazz can help us elevate our moods. If that doesn't work, he can work on our hearts physically to take care of us.

“So I'm really proud that, David, you are our president. The appointment to the Institute of Medicine is the highest honor a physician can get, and its wonderful David is both a physician and also a scientist. Last spring, when we were in the midst of the financial deliberations and such, I was called by a reporter from New York. I don't

know the media outlet; and this reporter kept asking questions. Frequently my answer to that question, "I'm really happy that David Skorton is our president."

"During this time, and still does have a wonderful view of the University, he has taken responsibility for correcting the financial issues that were facing us, but has done that with a heart, and I think that we've all benefited from that. So with that announcement, David, if you would be willing to address us."

President David Skorton: "Bill, thanks a lot. That is a very generous introduction. I have heard a story that Samuel Johnson was at a dinner party, and the party featured dancing dogs. At the end of the evening, leaving the party, he said to the person who was hosting it, 'Thank you for the wonderful evening and the hospitality, and I hope to see you soon.'

"She said, 'Dr. Johnson, you thanked me for the hospitality and the dinner, but you haven't commented on the dancing dogs. Did they dance well?'

"He said, 'Madam, it's not that they danced well. It's that they danced at all.' That is a comment on my performance with Wynton Marsalis, but it was quite an experience. Once I got done hyperventilating, I had a pretty good time.

"So I give three major "state of the university" talks a year: One is for reunion weekend, oriented to the alumni who come back; one is at the Trustee Council Weekend, and it's oriented toward the alumni and University Council and current and former trustees; and one I take most seriously in terms of preparation is this one to the university faculty. I think that Kent and others in my office will attest that this is a very important report and update on the university.

"The difference between this and the other two, in addition to the fact I'm reporting to the faculty, the core of the university, is that I do this one in response to what the Dean of Faculty asks me to speak about. So that's the tradition I learned from Charlie Walcott and I have continued it.

"Bill sent me a note and asked me to cover anything I thought was relevant in terms of an update to the faculty; but in particular, to be sure to cover these five items: The current financial situation, including predictions for the future; the current status of the master plan for the Ithaca campus; predictions concerning the \$100-million faculty hiring initiative; the status of capital construction on the campus; and the status of implementing recommendations from the various planning processes we have been

going through. So I'll do my best to answer those questions in 15 to 20 minutes' time and allow as much time as Bill likes for question/answer.

"When I first came to Cornell after 27 years in public higher education, I needed to get around and meet the faculty and understand the different culture. In the first three years I made well over 100 visits to individual faculty offices, studios and departments and some colleges; and then the fourth year I was here, I became overwhelmed by the financial situation, and sort of dropped away from meeting the faculty at the pace I wished. I have returned to meeting faculty again this year, focusing more specifically on undergraduate teaching.

"In addition Bill has organized and I have greatly appreciated lunches at the office, where he will pick out four faculty members -- and sometimes he knows them all, sometimes he doesn't know them all. Sometimes they know each other -- and we get to know each other a little bit. That has been very helpful. Today is an important chance for me to get more feedback from you, so I will start working down those questions.

"The first is the financial position. We are definitely on a new, more positive trajectory. This is largely because of the fact that the faculty, the deans, the staff themselves, the students and the vice presidents and vice provosts have all pitched in and interacted in ways that would lead us toward balancing the budget, not on the revenue side by raising tuition exclusively, which is the usual gambit in higher education, both public and private, but to do a lot on the expenditure reduction side, starting with the central administration of the University.

"For those of you who haven't watched this carefully -- and you probably had better things to do than worry about these details -- I eliminated two vice presidencies of the University. They won't come back, at least while I am president; made the staff in my office smaller by about 25%. Kent reduced the size of the provost's office, and many things of that type rippled through the administration of the University.

"The staff work force of the University is about 8% smaller now than it was two years ago. So know that your staff colleagues have borne the brunt of the personnel actions, virtually all the personnel actions related to reducing the University's budget.

"We finished last fiscal year, the year that ended June 30, in the black, with a \$1.9-million positive balance. Now, that doesn't mean the budget is balanced going forward. It means that last year we managed not to spend all the available resources. Some of that was due to delayed hiring. Some was due to one-time revenues that the deans especially were able to bring to bear.

“We finished with a \$68-million annual operating or structural budget, \$68 million of predictable expenses for which we did not have -- do not have-- a predictably recurring revenue source. And the changes that the Provost has instituted for the year we are in now, all of which have already been instituted, will bring that structural deficit down to \$39 million by the end of the year. And in a couple years, we'll have a balanced budget very, very predominantly done by reducing expenditures, and those expenditures predominantly done on the administrative side of the house.

“One of the areas that several of you in this room asked me about has been longer term views on expenditure reductions related to conservation measures in the capital and construction program. I wanted to report to the faculty about that. We have approved \$4.9 million so far in expenditures toward energy conservation projects -- that's building renovations -- and another \$10 million will be brought forward by the end of this fiscal year. These projects will cover the entire campus, both the contract colleges and endowed colleges.

“As you understand, the benefit to the environment, of course, is immediate when the project is over. The financial benefit of these nonrecurring expenditures will accrue over years as we save money on energy costs. It will be three or four years until the savings will begin to accrue significantly. By nine years, we will have recouped the money we put out in a nonrecurring fashion. We'll be doing the right things in terms of the environment, and saving money going forward.

“We are still recovering, of course, as a nation and as a university from the market downturn. To remind you, our endowment lost 26% of its value during the first year of the recession. Last year, the investment returns were positive, 12.6%, third highest in the Ivy League, making up some of what was lost in the recession, but the endowment distributions for fiscal '12, for next year, a year from now, will remain at the fiscal '11 level, since the payout from the endowment, the monies put into the University budget, is about \$300 million, which is offset against the investment returns.

“One of the areas of financial challenge to the University is dealing with the financial need of the students and families at the University, and you well understand the effects of unemployment and underemployment on family incomes; and to a great extent, that permeates this community as well. In spite of the recent financial challenges, the Provost has kept the commitment to need-blind admissions and need-based financial aid. Cornell is the seventh most economically diverse university of our caliber in the United States, based on percentage of students here with Pell grants. About 13% of the undergraduates on campus have Pell grants. A few years ago, each year the number of Pell grants on this campus was decreasing. And because of the change in financial aid

that Bidy Martin, David Harris and others put into place, and it was amplified by Kent Fuchs and his administration, we continue to be even more economically diverse, which I think is very important and in the tradition of Cornell.

“As many of you have read about recently, we now have an even more aggressive student financial aid program, in which we will match the need-based parental contribution level and the need-based loan level of any other Ivy school for students accepted to that Ivy school. In other words, if a student has a documented offer from another school with a certain financial aid package, we will match the need-based parental contribution level and also match the level of need-based loans.

“We will also strive to match the same levels for students accepted at Stanford, Duke or MIT. I use the word strive there, as opposed to the more definite verb in the case of the Ivies. Philanthropy is very important to these efforts, as you will understand, and I have tremendous good news about philanthropy in the last year. Many of you have heard this already, but I want to go over it again for you.

“We have set a goal for \$350 million for additional money for undergraduate scholarships. We have raised \$191 million of that already. We completed a strong year in fundraising after a recession-caused weaker year in fundraising, with new gifts and commitments up 77% last year over the year prior, for a total of \$466 million. That is university-wide, including the medical college.

“Last year, Cornell had the top results in the Ivy League for new gifts and commitments. The most astounding statistic is the Cornell Annual Fund, which is money used by the department heads and deans for current year expenses -- that is, not money that goes in the endowment, but cash for use that year -- the annual fund went up every year during the recession and reached its record year last year, up 12% in one year, with \$27.3 million given by 32,000 donors. So the results of philanthropy are, to me, astonishingly positive, given the fact the economy was still volatile and rocky, and probably still is.

“Once again, the credit for that goes to you and to the department heads and deans and to Provost Fuchs and to the Alumni Affairs and Development organization. The reason I say you get the credit is that what these people are investing in is either their positive recollections and connections to the university based on faculty who taught them years or decades prior; or the fact if they are Cornell parents, that their students have come here to study with you; or that the taxpayers are spending money here that you have won by competitive processes in most areas. And so you should feel good about that. It was a very, very positive year.

“In terms of the report, Bill, on campus construction, we have in excess of 200 open capital projects. Most of these are renovation projects, as opposed to new construction projects. This represents a decrease of 27% this year from the high water mark we had in '07-'08 before the recession. During the peak of the construction pause, we had over a 50% decrease in overall construction activity. A five-year capital plan is being implemented, and the difference from past practices is that all projects have all sources of funding identified in advance and, for the foreseeable future, we are not going to go out for more long-term external debt.

“The long-term external debt for the university quadrupled in the last decade, and that includes expenditures at the Medical College; and the assets, against which those debts are accrued, of course, went down with the endowment decreasing during the beginning of the recession. I believe we will be able to carry forth without any interruption on the projects I will tell you about, because the Provost's office and the Office of the VP for Facilities Services, Kyu Whang, have identified sources of funding that are in-hand or lined up to be in-hand. We don't have to wonder where they will come from. They don't involve external debt.

“The only caveat we need to make in everything I tell you about revenue is the condition of the State of New York. In general, the State of New York has been absolutely reliable on following through on capital development promises when they are made, but I feel it's my duty to tell you, as you already know, the State's financial situation is difficult, and there's going to be a change in administration; but I believe what I'm going to tell you, including the state-funded projects will go forward as I'm mentioning, but that's a caveat.

“The major construction to be scheduled to be completed within the year, with an estimated total cost of \$373 million, includes -- those are total project costs -- the Physical Science building, which is partially occupied and should be complete in about a month's time; Human Ecology building and parking garage should be completed by Spring of '11. The New York State Veterinary Diagnostic Lab was dedicated a couple weeks ago and is an outstanding facility, the best facility of its type in the Northeast -- for those of you who know about life science research, there are seven Biosafety Level 3 facilities in that building. That alone is astounding.

“Paul Milstein Hall for Architecture, Art and Planning, scheduled to be completed in about a year's time. The Johnson Museum construction; the museum should be completed approximately the end of the academic year, by May. The Plantations Welcome Center is on schedule for completion this year. There is a rowing center scheduled for completion in about a year, with the site work underway, and major

renovation projects, which many of you are living through, including Martha Van, Barton Hall Roof and Masonry, and the Olin Library Fire Safety Project that will be ongoing.

“Major projects planned to start this academic year, as opposed to finishing in the next year, include Food Science in Stocking Hall. This is one of those SUCF or state-funded projects. We are going to seek authorization this month at the Board of Trustees meeting and hope to begin work next month, with an August 2014 completion date. This is a very important project from any perspective that's been in the queue for a long time. The design projects for Warren Hall Phase 1, for Fernow Hall renovations and for construction of the Teaching Dairy Bar, which hopefully brings back Banana Berry Skorton, will be seeking construction authorization late this year or early 2011.

“Looking ahead -- the projects that are currently in design, but we don't know exactly when they will start -- one is a long-term approach to suicide means restriction on bridges, and we are still in the process of looking at alternatives, and there will be a lot of chance for community and faculty input - and there are already faculty involved in looking at some of the options. Gates Hall for Computing and Information Sciences is to be built at the southeast corner of Campus Road and Hoy Road, across from Hoy Field, and the construction is targeted to start in March 2012.

“The provost, Dean Huttenlocher and Vice President Phlegar developed a very innovative and compelling mechanism of funding Gates Hall that is a combination of the generous grant we got from The Gates Foundation some time ago, along with the reallocation of some funds from CIS and Engineering and philanthropy. It is almost all finished now. So I'm confident about that project.

“Then there's Phase 1 of a project for the Law School to renovate a portion of Hughes Hall and construct a link between Hughes and Myron Taylor, a three-story link. It has been authorized for design, and the construction for this aspect of this phase of a multiphase project will be targeted for June of 2012.

“Next you've asked me to talk about the Master Plan for the Ithaca campus in the context of construction. As many of you remember, the master plan was conceived as a long-term development approach for the campus, not a blueprint for everything that would be built. It was designed and developed in different times, in times where the use of debt was something that was at our hands. We were using it too.

“And probably the pace of development and some details would be probably different if we were developing the plan now, but the principles upon which the plan was

developed I don't think would have changed. It had to do with supporting academic success and growth; providing open, collaborative and adaptable environments for teaching, research, and outreach; promoting exchange of ideas and the nurturing of innovation; and, of course, maintaining the beauty of the campus and the openness and pedestrian nature of campus. I mean pedestrian in the sense of walking around, not being plain.

“Once again, we are going to follow the plan, as projects come up and we can afford to build them, without external long-term debt. We will do it following the principles of the master plan, and we look at the plan each time a project comes up.

“In terms of the strategic plan, I hope many of you have had a chance to look at the plan. It is an aspirational-level plan. It has quite a bit of detail for a plan at that level. I want to tell you again how proud I am of the fact that plan was written, finalized entirely by faculty; Kent and I had serious input into it. The trustees had serious input, many of you had input into it, but the bureaucrats didn't write this plan and put it to bed. It was done by a faculty committee chaired by Ed Lawler, and Kent and I are following this plan in going forward with the priorities of the University.

“Every academic department and college should expect to have a plan of some form that is aligned with the University's strategic plan, and the Provost has asked Senior Vice Provost Ron Seeber, who I'm sure many of you know, to be responsible for overall implementation, coordination and monitoring of the plan. Ron is assigning vice presidents and vice provosts to each section of the plan to work with the individual units in developing what some call a line of sight between the overall plan and the plans of individual units.

“Much of the plan's implementation, obviously, will depend on individual colleges and schools; and therefore, faculty input will be critical. The academic deans and department chairs will have responsibility for the planning in their own units, which is the only way it could work. We are now in the process of finalizing responsibility, prioritizing the different objectives and developing detailed strategy for execution of the various parts of the plan.

“The first goal of the plan is faculty excellence, and so Kent and I have taken on faculty renewal as the #1 initiative based on the plan. The strategic plan says, ‘Faculty renewal in the context of academic priorities and substantial retirements.’ That is a quote from the plan. We are committed to raising \$50 million from external sources and matching that with \$50 million from internal sources over a period of five years, \$10 million a

year from internal sources, matched with \$10 million a year from philanthropy, and I'm confident that we'll get this done.

"I know that the provost and deans have identified the internal matching money, and we are in the process and already having success in identifying external funds. This resonates, of course, with alumni--recent and distant--and I'm confident we'll be able to succeed with this plan. The objective is to hire faculty in advance of retirements. Some have called this pre-filling. Whatever you want to call it, the idea is to hire faculty in advance of the funds freeing up from retirements. And the question, of course, is will we be able to count on retirements for use of those funds at some time in the future, and we are convinced over a five-year period, ten-year period, 15-year period, many of us will in fact retire, regardless of the recession.

"We have the oldest faculty now in the history of the University. 47% of us are over 55. That doesn't sound that old to me, honestly, but 47% of us are over 55. In the early '80s, that number was 25%. That is quite a difference over my professional lifetime. My first faculty appointment was in '79-'80. Many of us will retire in the next decade.

"During the recession, in addition to reducing the staff workforce by the retirement incentive and many layoffs, we suspended or canceled many faculty searches, and the hiring dropped to 43 faculty hires in '09-'10, the second-lowest number of faculty hires in the last three decades. Obviously, a non-sustainable situation for any university, especially a university of this caliber; so Kent and I agree we need to begin hiring assertively right now to renew the faculty and take advantage of the huge wealth of talent that you and other faculty around the country are currently supervising.

"Every Cornell college and school has already been assigned a portion of the \$50 million goal, to which all have agreed. And the funds each college or school raises in current use funds -- I'm talking about funds to be spent that year, as opposed to funds put in the endowment -- will be matched by the school from its internal resources. If college X has an assignment of \$5 million of philanthropy, they will be expected to come up with \$5 million of matching funds, which the deans have all said is eminently doable.

"The Provost asked the academic deans to develop their best estimates of the five-year hiring rates, including hiring using funds from this initiative, in addition to hiring that would have gone on without the initiative. 15% of \$100 million or \$15 million is targeted for the Provost's discretion based on academic priorities across the University and, to some extent of course, by donor wishes.

“We aim to get out in front on faculty hiring. We have a better liquidity situation, if I could use that term, in this University now than many of our peer institutions because of a whole variety of factors we can talk about in the Q&A, if you wish, or any time you want to talk about them. So I think we have a chance to go out and hire some very, very impressive and promising people at various levels of academic seniority; and the Provost has a good plan, the deans are on board, and we'll start doing it right away.

“Once again, I'm always honored to be your colleague in every way, very honored to have a chance to answer these questions for the Dean of Faculty, and I'm very pleased to stay as long as you want and answer questions about these items or anything you want to talk about. Thank you very much.”

Speaker Beer: “Thank you very much.”

(APPLAUSE)

President Skorton: “Thank you.”

Speaker Beer: “Assuming that members of the body have questions, I would remind you to please raise your hand and wait for a microphone to be delivered to you, and then rise and state your name and affiliation, and then pose your question. Gentleman in the second row.”

Emeritus Professor Dick Durst, CAPE. “In addition to the money for these new faculty that will be hired, what about space and office space, laboratory space? Has some consideration been given to that, as far as can we accommodate them?”

President Skorton: “Yes. So let me repeat the question. The question was, to paraphrase, in addition to the money for the people's salaries and start-up packages, where are we going to put them to do their work. And you asked it in a more polite way than that, which is very unusual for Faculty Senate, but I appreciate it. It is a big issue. And unfortunately, I need to be fairly rigid about not acquiring more debt for the University because of the very high level of debt service we are paying all the time now and the fact that we are going to be paying it for decades. And so we have to find a way to utilize the space very carefully.

“That is an easy thing to say; a very hard thing to do, but there are 200 capital projects -- in excess of 200 going on now. So in many areas of the campus, I would submit that we have had enormous increases, needed increases and justifiable increases; but in the

physical and life sciences, we have done a lot better in the last few years than we had opportunity in years prior to that.

"I am worried about space in other parts of the faculty. In the humanities, I'm concerned about space. I know faculty are sharing offices in some areas. I am concerned also about common space, about auditoria. The Law School, for example -- I believe this is correct. I hope this is not incorrect, but I believe it's correct to this day, that the Law School cannot put the entire first-year law class in any room operated by the Law School. Is anyone here from the Law School who might know that's correct? I am pretty sure that's right.

"There are areas on campus where this is a more acute issue. So we'll do the best we can, but I do think the urgency of returning to a healthy pace of faculty hiring, even though there will continue to be a crush while these projects are being completed, many of them have completion dates that are one or two years out.

"The possibility of increasing the human capacity of the University right now while there are so many people who need jobs in the academic community in many, many fields and while we have liquidity to hire them and the deans have identified and the Provost has a plan, I think we should push ahead and do it. Would you agree, Dick?"

Emeritus Professor Dick Durst: "Yes."

Speaker Beer: "Senator Cohn."

Professor Cohn: "I wanted to commend two aspects of the strategic plan; both the faculty renewal and the explicit commitment to diversity. And I wanted to pursue that second point just a moment to ask, in the face of this very aggressive hiring, which I think is absolutely terrific, how are we going to really explicitly ensure our diversity goals? I have a specific concern in that regard.

"One of the positions in the provost's office that hasn't been filled is a vice provost for faculty development or diversity. I am very concerned that, without that position, we are not going to do as effective a job as we should be in meeting these two aspects of our strategic plan."

President Skorton: "Yeah. So Abby, you have been eloquent. I agree and I believe Kent agrees 100% with what you said. It is a chance to do better on diversity. I would even take one step backward and say that whatever losses we had that made the diversity

situation worse in the last couple years were especially acute because the rate of hiring was lower.

“So if you lose someone that adds diversity in any dimension, the chance of doing better in that regard was much worse when we weren't hiring. So it's critically important. Kent has an interim plan to deal with a position in his office. Kent, do you want to mention something about it? After Kent tells you about this, I have one more thing to add.”

Provost Kent Fuchs: “So we will be announcing probably Friday -- I just read the draft for this -- that Zellman Warhaft, a faculty member in Aerospace Engineering, will be working quarter time in the provost's office as what we are calling a provost fellow. So I can't appoint a new vice provosts now, but I can create new titles. So he's a provost fellow. His whole objective is to help us think about achieving this goal.

“So it's just focused on faculty diversity, recruiting, retention, and climate. He is going to spend a year helping us do that, and you are the first group to hear that. He is starting immediately. He is teaching 170 undergrads now, but he'll be working more in the spring. And it is acknowledgment of that issue.”

President Skorton: “And one thing I would like to add: the combination of expertise of a faculty member, the expertise in Human Resources and the discipline in the hiring units to not hire without a diverse pool, I believe it's going to take all three of those things.

“And so what you are saying is extremely important, necessary, but not sufficient in and of itself to get this done. So we'll have to all pull together, and the rank and file faculty can have a big role in identifying individuals, sources of individuals, ways of making the opportunities apparent. And one of the things that Kent and I struggled with is how much to talk about the faculty renewal initiative outside of campus. Sort of don't want to get peer institutions bidding against us, so to speak, for faculty hiring, recruiting diversity, to know too much about it.

“By the same token, we want our alumni and friends who are helping us fill up this fund to know about it; so we are erring on the side of being open about it. That diversity -- I know it goes beyond the faculty; the staff diversity and student diversity as well. The student diversity has been helped by the financial aid enhancement, although there's not a one-to-one correspondence between those two items; I think in the hierarchy of things that Kent and I talk about and realize we don't have all the answers, that's either number one or number two, so I appreciate you brought it up. And help

keep our feet to the fire as you see what we end up doing. Kent and I still co-chair the University Diversity Council, but we know we need help and someone who will dedicate a serious portion of his or her time to doing this. Questions?"

Speaker Beer: "Gentleman on the side."

Professor Yuval Grossman, Physics. "The question I have is about the faculty club, a topic that bothers me a lot. I know it's on the plan to have a real faculty club just in the future. I understand it will not be done soon, but the one we have now is about to be closed. The question - what do you feel about it?"

President Skorton: "Well, it's a terrible situation. Peter Stein and I have had multiple conversations about this. And can you remind me, was it two years ago that we agreed to put it on the list? Or three years ago?"

Professor Peter Stein, Physics: "Two years."

President Skorton: "The next day after Peter beat me down on that, the whole recession started. I think the very next day. I don't think it was cause and effect. So it's true that new construction for it is not the top priority, because there hadn't been a source of funds. It is also true with the other area closing, many faculty have contacted me and I'm sure many have contacted Bill and -- I know Bill has, because he brought it up last time we met to comment that we lack the space. I don't have a simple answer to this. We know it's a problem.

"As recently as last week, when Bill and I met, we were scratching our heads and wanting to make it happen. If you have ideas in that regard of mechanisms -- everybody agrees it is important to do it, but we need mechanisms to do it--please send them directly to me, and I will share them with my colleagues. It is very important to have common space, and we don't have much. The Physical Science building has nice common space for that part of campus. It is not the same as the faculty club, but at least there's new common space in that regard, so I'm with you on the objective.

"Unlike the question about diversity, where we have an immediate blueprint of what to do, to at least make progress, we don't have this one figured out. We did not put the club on the list just to get Peter off my back. He did it because we all agreed it was a need, but we are just not borrowing money right now to build things and it is not obvious where the funds would come from to do something that you will recognize as worthwhile. Questions?"

Speaker Beer: "Gentleman in the light blue shirt."

Professor Ted Clark, Microbiology and Immunology: "In terms of hiring and renewing the faculty, are there any incentives that come from the administration for hiring junior faculty as opposed to senior faculty? At least -- I know in the hard sciences, there's often an attraction to hiring established investigators because they are funded already, they have a track record and so on.

"On the other hand, it kind of defeats the whole purpose of renewing the faculty, because they are coming in at a totally different level, and it's not really showing support for junior faculty hires. I am just wondering whether the administration can offer any incentives for hiring junior faculty."

President Skorton: "I will say what I think is the case. I believe this is one of those functions that has to be decentralized, and people have to make the decision closer to the unit. There will be times when the people in the unit will want to hire someone at a mid-career level or senior level. Other times you need skills that are best met by hiring someone close to his or her training. I don't know of any direct programs from the top that incentivized junior hiring, but a very interesting question."

Provost Kent Fuchs: "I would recommend we don't want the provost making that decision; but on the other hand, I should say that both in my group and individual meetings with the deans in which we are thinking very deeply about this, almost always they are allocating budgets that would be appropriate for junior hires.

"So they are assuming, in many of their planning exercises, that the exiting faculty will have a higher salary than the junior faculty. I think there's a built-in economic incentive, the best way to describe it, but I don't think you want the provost making call. That is my recommendation."

"But I think there's an acknowledgment of that. We believe junior faculty are the heart of the institution in the future-- and I think we above 55 acknowledge that."

President Skorton: "Why did you look at me when you said that?"

(LAUGHTER)

Professor Eric Cheyfitz, English and the American Indian Program: "I want to follow up on diversity. CALS has a diversity requirement now. Raising consciousness on campus

is one way to deal with this issue. I am wondering why the University doesn't have a diversity requirement, curricular.

"Second question, someone should explain to me -- it remains pretty mysterious -- what the relationship between the diversity council and the ethnic studies programs are on campus. It seems the ethnic studies programs are on the ground working with our diverse population, our underrepresented minority population, American Indian population, but we don't seem to have any contact with the Diversity Council. So I don't know what's going on particularly in that specific area."

President Skorton: "Well, in the second question -- thank you for the questions -- the second question, I need to do a better job of having the Diversity Council's work visible to these areas that are close to where the action's really happening. The idea of the Diversity Council is as a policy-level group that would do things, for example, like Abby brought up, about having a certain position, understanding where the responsibility would be for planning at a policy level, what happens in the university; things not only like ethnic studies, the area you excel in and many other areas, I believe should not be dictated by anything at the top.

"You should know what's going on, you should have input to policies. There is a group -- I know that's what you are talking about -- group below that level, the diversity working group, that's much closer to the level of people who would be involved in that.

"Kent, do you want to say anything about working group? Not too much; but I'll tell you what we ought to do. Based on these questions and obviously on our concern about it, we should develop some communication -- so it is clearer to people. Maybe one of the things that Zellman can work with us on, if it's okay with you, Kent, is to help us get word out about it and think about ways to connect in a bidirectional sense of also getting input from these faculty-level on-the-ground working areas, about what to do.

"In terms of a requirement, did you mean a curricular requirement? That is up to you all. That is up to you all. You really don't want me dictating curriculum. I took the swim test, so I did my part in meeting a common Cornell requirement; but the tradition of this place is -- I think it's the only way to do it -- to leave the curriculum entirely in the hands of the faculty; but this is the Senate and you have the bully pulpit, and so I think it's good. Glad to be here to facilitate that.

"Questions?"

Speaker Beer: "Gentleman in the red shirt, on the aisle."

Wojciech Pawlowski, Plant Breeding and Genetics: "After several years, faculty hires were at the low level, I think many units will have a push to hire people ASAP. I wonder if you are projecting any university-wide mechanism to ensure the best people are really hired. So some kind of encouragement to the unit to not to hire the first person who comes around, but maybe the second or third round of searches would be necessary."

President Skorton: "Sort of a quality control mechanism. I think it's a very good point. The deans and provost will be involved in all these appointments, and I heard you. I think it's a very good idea. I think once again, you don't want some rigid superstructure put on the local hiring decision, but we both heard you. I think it's very smart."

"Kent, do you want to add a comment? Why don't you keep the microphone?"

Provost Fuchs: "Best estimates are that as many -- we have about 1,600 faculty, roughly, and the best estimates are that about 800 of us will not be here ten years from now; retirements and other departures. So if the State doesn't treat us too badly -- we'll have to hire almost 800 faculty."

"I would encourage all of us to view this as an amazing opportunity to hire people better than us. I think that should be our standard, that we want faculty here ten years from now that are better than those of us that will be retiring. You are right. There's this risk that we'll grab those that are available and we won't hire the very, very best, and I think that's critically important. You raise a good point."

President Skorton: "It is upwards of 800, maybe more faculty over ten years. It is a fabulously rapid rate. So I think that it's a very important point that you make, but at the same time, it's this amazing opportunity, and when -- I'm giving one of the other state of the university addresses in a few days. In two weeks we will talk about this and try to get people motivated for this process, but it is an astonishing number. It's twice the rate of hiring we are doing now. Twice the rate. So it is an opportunity, but it is a challenge for that reason and for other reasons too, and the space is not an insignificant part of the challenge."

Speaker Beer: "Gentleman in the brown jacket."

Professor Burkhauser: "The reports came out the last couple weeks. I would like to get your view on how accurate validation of what we are trying to do is reflected in those records. If you think it is a fair view of what's going on at Cornell, how can we improve and what will you do in the next five years to make sure we do?"

President Skorton: "This is a tough one. Most of my career was in graduate education. I was waiting anxiously for this to come out, then I was -- let me think carefully the words I choose -- I was baffled by the complexity of the output. At least to me, it was baffling. It was hard for me to compare it to prior NRC rankings because the metrics used were different, the methods used to develop the metrics are different.

"I will tell you, I'm still working through our data, trying to really understand it and I don't have that done yet. At first blush, as Barb Knuth I think expertly described it, working with her staff, most of our programs I believe would be fair to say are ranked in the top 20. Even then I have to be tentative, because it's not clear what metric you would use; the mid-point of the range or upper end of the range or -- you can imagine it's tempting to just use the upper end of the range.

"So I think at first blush, it is hard to be anything but happy with the results, but it's a point in time -- the last point in time was 14 or 15 years ago, and I found it very difficult, if not impossible to compare. The last time this came out I was VP for research, working for Hunter Rawlings at the University of Iowa; a way different time. It was easy to compare those rankings with prior ones.

"I will tell you three things I have noticed: One is the comprehensiveness of excellence that I perceive in the university, even before I became a cheerleader for the university, is reflected in that. Life Science, Agricultural Science, Physical Sciences, Engineering, Math, Humanities are all represented in that upper crust group, which is very reassuring, because over such a long time, a decade and a half, you could wonder, especially with the government's disinvestment in the humanities and the arts, is that affecting quality. It is an obvious concern. So one thing, I was reassured by the breadth of fields that looked to me like they were in the upper echelon, if I'm interpreting it correctly.

"Secondly, the fact that within those disciplinary areas, there was a fairly broad range suggested that there's not just a couple points of light, but that the reputation of the place for having faculty excellence within those disciplinary areas, as well as interdisciplinary areas is very much intact. I think it is important to focus on the fact that interdisciplinary studies, which was my field, can only succeed if the disciplines are grounded in very strong faculty presence. So I feel secure saying that.

“The third is that linking our actions in hiring, in space development, in decisions about prioritization of the 15% of the faculty renewal initiative that the provost will have personal discretion for, I believe should in part be based on the more thorough drilling down into those data. I hope I'm not overstating to say Barb Knuth and her people are doing that in a big way now. Are you here, Barb? Am I overstating how baffling it is?

“Yeah, so I'm sure Barb would agree, if you have observations about the data, any of you, and you want to share them with Barb and me and Kent, we'd love to have them. It's the first time we are looking at something that has this unusual methodology.

“Talking about rankings, I want to tell you three rankings I'm going to cite at the state of the university address in a couple weeks that I think are very indicative of what a good job you all are doing. I mean that very sincerely. One is the "Times Higher Education" ranking; puts us at 14th in the world. Even if it's off by several places, it is amazing. There are 4,200 higher education institutions in the U.S. alone, so 14th in the world is a pretty good number.

“Secondly, the seventh most economically diverse school of our caliber nationally shows there's been a positive effect of maintaining and enhancing diversity based on financial means through this period. And the third, very interesting to me, was a ranking about a month ago in the "Wall Street Journal" that some of you may have seen; nearly 500 companies who recruit heavily on college campuses ranked the top 25 schools they like to recruit students from. The only Ivy on the list was Cornell, and it was Number 14, just coincidentally.

“It shows that what you are doing is developing knowledge in our students in what I called in my speech last year classical inquiry as well as skills in our students that are “practical”, and we are doing it in the mode of keeping the doors open, regardless of financial means, at least better than we were.

“And the other thing interesting, by the way, is Barb's summary. I would like to say it's apparently accurate. I wish I understood the rankings better, but it looks good to me what she has done. Her statements in that interview, where she says the best use of these rankings will be to help inform how we'll make things better I think is the point. That is a work in progress. Again, I ask; if you have thoughts about the results in your own graduate field, please let us know.

“One last item Barb mentioned in her interview that I'm sure you noticed was we had the most fields ranked of any private school in the U.S., which is a challenge. It also

shows across that many fields to have that much excellence is a good thing. How to use it to get better is a major question.”

Speaker Beer: “Gentleman on the aisle --.”

Professor Ephraim Garcia, Mechanical and Aerospace Engineering: “You still have a \$39 million deficit and you want to expand all this faculty hiring. Can we see or expect more reductions in certain areas of the University? And if so, where's that money going to come from?”

President Skorton: “Okay, the question was how we'll get rid of that last \$39 million structural deficit. I told you all these positive things about the Provost. The provost has a plan to further get to the bottom of that. It's based mainly on continuing expenditure reductions, but we don't believe there will be any across-the-board reductions in force; no more major series of layoffs after the ones being worked through the system now. Doesn't say there won't be any layoffs, but I don't think you will see major dislocations.

“There will be things that will be different on campus that will be a challenge for all of us to live with. We are changing the procurement system. E-shop, for example, is widely considered a challenging system. We spent two hours today with the deans, the vice presidents and the vice provosts going over all the administrative streamlining initiatives and looking at a timeline. And Kent and I both come from public university backgrounds. We have decided to make the information about cost-cutting transparent.

“So within a week, there will be a web site that, as long as you have a Cornell net ID, you can get on. Every student, every faculty, every staff can look at the details of how we are going to get to a balanced budget. Shows every initiative, every year, every dollar. It doesn't show the details of every mechanism, but those were described in releases we had earlier in the year, so you can look at procurement -- these are all administrative areas -- information technology, human resources, finance, communications and others. There is also something called spans and layers, like my having two fewer VPs and so on.

“When you see the web site, which we previewed today, I think you will be happy about the transparency and you may wonder, how are you going to take \$30 million out of the procurement system over years? We will have to all work together to be in the situation where there's a little less choice here and there in the interest of redirecting money to other uses, for example, hiring faculty, eventually having more space of all kinds and increasing diversity in the university.

"I am proud of the fact that the Provost and others -- many others who have worked on this -- have done this budget reduction without touching the curricular side of the house; but look at the web site. By the end of the month, if not earlier, this will be up. There will be an announcement when it goes 'live'. As long as you have a net ID, you can look. It has every initiative. The whole timeline for each aspect of each initiative is broken down into sub-actions. And it's all laid out there, so take a look. It is all going to be transparent."

Speaker Beer: "We have six or seven minutes left of questions for the president. The gentleman in the stripes."

President Skorton: "They both have stripes sort of. All right."

Professor Phil Nicholson, Astronomy: "I have a question that ties together the two topics of the faculty hiring you anticipate in the next ten years and the graduate rankings. In our department, we had a discussion recently, because we realized the same thing; we were faced with at least 50% of our faculty, if not more, retiring in the next ten years, because we were mostly created in the 1960s, so we have a particularly perverse histogram. And one of the conclusions we came to, I think the only one we came to, is instead of trying to replace us on a one-by-one basis, we should take this as an opportunity to rethink within our department what are the strong parts, what are the parts we really want to bolster 20 years from now, and which parts make a bit less sense than they did in the '60s, when the basic structure was developed.

"I am not sure if this makes sense. It is how to do at a university level, involves the thought of shrinking departments and expanding others that look like they are where the future lie, but maybe it's a positive way to look at this. There are a tremendous number of spots."

President Skorton: "Gosh, it's eloquently put. I don't know how many of you have taken time to read the summary of the strategic plan, but if you had time to read it, you will notice similar sentiments expressed in different words in the plan. Once again, obviously, it has to be a decentralized piece of work, although if you look back, I believe it was December of last year, Kent, you put your decisions on the web for those 19 academic task forces. You will see summaries of that on the web site. I know Kent agrees. The question will be, will the local units take up the opportunity, seize the moment to actually make some changes.

"We ought not to make change just for the sake of saying we made a change, but it is an opportunity. 50%, 40% retirements, these are the numbers we are hearing in many

communications across the campus. It is a big opportunity or, to put it a different way, if we don't think about the situation strategically now, it's not predictable as to how the situation will turn out if we don't take a chance to think about specific vision of the faculty in each unit; how do they see the future of the unit and at the same time have a campus-wide overviews. So I think it's a very important effort to undertake.

“It is also important to foster the dialogue between those who have been here for 20, 30, 40 years and have the perspective of time with us, as Kent says, and the future of the institution in the sense of the people who will be here after we have retired. And so how to make sure that all the faculty have a chance for input, senior and junior, I think is very, very important in all those areas.

“In the departments that I am associated with and appointed, two in New York City and one here, it varies according to the unit. Biomedical Engineering, for example, is a relatively new department. It has a different kind of history than your department does, but I think in every department there will be retirements and in every department there will be opportunities of one kind or another, and so I think it's very important to do. It has got to be done locally.”

Speaker Beer: “Gentleman in the blue and gray shirt, please.”

Professor Harry Kaiser, Applied Economics & Management: “I should say. Would you care to give us a brief update on the State budget situation and what that's going to imply for contract colleges this year? Being in one of the contract colleges, I'm very interested in what might be in store for us.”

President Skorton: “Good to see you, Harry. Thanks for asking the question. Well, what can I say about the State budget situation. I guess if you read the political ads, it depends on who becomes governor as to exactly what's going to happen. I don't say that to be facetious. There are very clearly stated goals for how to do things at the state level. I am very concerned about every state that I know about in the country. I spend a fair amount of time following the economics of higher education.

“Last year, last calendar year, I spent six months chairing a task force for Governor Paterson to try to diversify the New York State economy by getting businesses and higher education together in areas where that makes sense. A lot of it had to do with entrepreneurship and technology transfer; some had to do with utilizing the strengths of different kinds of higher education institutions to achieve different goals. Some had to do with bringing the venture community together with faculty in a more direct way and so on.

“In the process of doing that, I had a chance to really understand the State's economy better than I otherwise would have. Higher education and health care are two of the major drivers of the New York state economy. Of the ten largest non-government employers in the State of New York right now, ten largest non-government employers, three of them are Cornell University, University of Rochester, New York Presbyterian Hospital. And that tells you two things: It tells you we are a big, robust organization and there are other organizations in the state not as robust as they used to be.

“So I think not necessarily you personally, but you collectively as faculty ought to be looked at by the new administration as public policy experts in different areas, whether the department you are in is called policy, like PAM, or not, there are areas in which the state will need us to step forward and offer expertise in certain areas.

“I know I'm dodging the question, because I have no idea how to predict, depending who gets elected governor what will happen, but whoever gets elected will face big deficits. So far, the two years that Kent has been responsible for the university budget, he's found ways to buffer the effect on the contract colleges of these downturns, very creative ways to do that. We have taken up a lot of slack by these administrative reductions that absolutely needed to occur. As long as I'm president, Kent is provost, we won't let those structures grow back; but there will be more challenges for all state institutions in this state.

“One thing I try to do each fall is meet with the school superintendents in our area, just to know more about their challenges. A lot of our faculty and grad students' kids are in those schools. The area schools are facing unbelievable challenges without alternative revenue sources. Similarly, although as a collective organization, I believe we are on a positive trajectory now, those parts of the university that will depend on state funding will still be challenged, and we have to work through that together. I mean together, not just in a rhetorical sense. We have to figure out what to do about that.

“The last thing I will say, again, every indication that Kent and I have is that the space development, both renovation and new construction, the state has traditionally supported, they are continuing to support. I think it's very important; because in CALS, for example, as you know, Warren Hall and Stocking Hall and so on have been in need of fixes or replacement, whatever, depending on the structure for decades, can I say? At least a decade.

“And so I'm positive about most aspects, but I think it would be naive not to expect more problems at the state level. Just to remind you quickly where the money comes to

run the university, 26% comes from tuition. About 20% comes from the Physician Practice Plan in New York, which is a closed feedback loop, so to speak. That is about half of it. About 10% at the high water mark came from the state, give or take. Ten percent, 11% at the high water mark came from endowment earnings, much less than our peer institutions. About 5%, 6% comes from outright gifts. And then most of the rest, a very substantial amount, you earn through grants and contracts. And so the state money is very, very important, but if the capital expenditures keep flowing and the provost continues to be as creative as he is, I'm very confident we'll get past it; but I'm sure we have another challenging year coming up.

"I want to end on where I started answering your question, Harry. When the new governor is elected, I'm going to be on the person's door step, again, saying the faculty of these universities in the state should be looked at as a resource to help solve some of these problems. We talked to both parties persistently throughout to make sure they know there's a lot of expertise resident in the 300-plus colleges in the state."

Speaker Beer: "I would like to, on behalf of the Senate and the Faculty, President Skorton, thank you very much.

(APPLAUSE)

"And a special thank you to Provost Fuchs for chiming in at the appropriate times. So now we'd like to call on Senator Carl Franck for resolution on academic integrity and-."

5. CONSIDERATION OF A RESOLUTION ON ACADEMIC INTEGRITY AND CU MATRICULATION

Professor Carl Franck, Physics: "Thank you. I would like to quickly report on discussions we had on an online forum over the past week that included administrators and faculty, beyond the faculty senate on the issue of this resolution we posed to you. There was an important concern that was raised by Professor Andrew Galloway that somehow the resolution might alter the nature of the academic integrity code itself, not just support it.

"He raised the following scenario: Suppose the student, under the proposal, has affirmed his acceptance of the academic integrity code and then enters Cornell and is found to violate it. Would that student be automatically expelled?

"I raised explicitly this question with the university counsel, Nelson Roth, and he replied: 'You have asked whether the proposed faculty senate resolution on academic integrity at Cornell University matriculation would place a new or different legal

burden on the University. Provided the actual language of the affirmation to be signed by incoming students is carefully drafted so as not to create arguable contractual rights, we see no problem with the proposed resolution.

"Thus a statement characterized as an acknowledgement and affirmation or pledge, wherein students acknowledge awareness of the code and state they will abide by it, as opposed to an agreement to abide by it wouldn't be problematic. Requiring students to sign such a statement as a condition of matriculation would not change the current structure.

"We do not presently need a student's agreement to adhere to the code of academic integrity in order to enforce the code. As a matter of University policy and New York State law, students are bound to adhere to it and sanctions for violations may be imposed, regardless of whether they provide such an acknowledgment.

"Thus Andrew's concern is diffused. However, Nelson Roth suggested we change the resolution's language from 'agreement' to 'affirmation.' And Vice Provost Knuth has also drawn our attention to this. She's in charge of implementing the resolution, assuming it goes ahead. So we have a concern over language, and hence the amendments that you see in the handout and in front of us here.

"In the title, we replace the phrase 'agreement' with the expression 'acknowledgment of a Cornell student's responsibility to abide by the academic integrity code.' In the text, we replace 'acceptance of the code' with the phrase 'acknowledgment of the student's responsibility under the code.'

"And then to sum up, in the course of our discussions over the provost's resolution on our online forum, the concern was raised by Professor Daniel Aneshansley, Biological and Environmental Engineering, that it was too aggressive. However, generally the responses have been positive, overwhelmingly positive from faculty and administrators who have written in and we have been in touch with, as demonstrated in what you'll see in this forum online.

"We are appreciative of the support we received from current and past academic integrity hearing board chairs. I would like to move the resolution."

Speaker Beer: "Okay. The resolution on the screen, the amended resolution is before us for discussion. After some discussion, the senators will vote on the amended resolution. Any questions or comments? Senator Cohn. Wait for the microphone, please."

Professor Cohn: "I was just wondering about the fact that the graduate -- those graduate schools that abide by the code are not included in this. I was just wondering if there was consideration of that. Not all the graduate -- some of the professional schools have their own codes, but the graduate school, I believe, and some of the professional schools do follow the code. So just wondering about that."

Speaker Beer: "Perhaps -- can speak to it. Please await the microphone."

Vice Provost and Dean of Graduate School Barb Knuth: "Thank you. My response is based on the beauty of Kent Fuchs' design here, where I'm not only Dean of the Graduate School, but also a Vice Provost in charge of admissions. So it's useful that I'm in this role for this question. While this resolution does deal with undergraduates, because I'm Dean of the Graduate School also, it stimulated our own thinking in the gradual school.

"So what we are doing in the Graduate School is examining the mechanism by which graduate students accept the offer of admission to the Cornell Graduate School and identifying if we could have a similar kind of process. So what we are thinking about at the graduate school level, because the admission acceptance there is done online, that we'd have a link to the code and then, in the agreement to matriculate at Cornell in the Graduate School, there would be some sort of affirmation; but the details haven't been worked out, but at least it stimulated our thinking on that.

Speaker Beer: "Any other comments or questions? Are we ready for the question?"

"So you had your practice session with the clicker. Now it's a real clicking experience, if I can get the clicking to go. So I would remind you, make sure your clicker is turned on and press the A button if you vote affirmatively for the amended resolution. Press the B button if you are opposed. Press the C button if you abstain. Please don't press D or E.

(LAUGHTER)

Resolution to Include Acknowledgment of a Cornell Student's Responsibility to Abide by the Academic Integrity Code as a Requirement for Matriculation into Cornell's Undergraduate Degree Programs.

Whereas, as a center of learning and inquiry, Cornell is proud of its Code of Academic Integrity,

(<http://cuinfo.cornell.edu/Academic/AIC.html>) but continues to suffer significantly from violations of the Code.

Therefore, in an effort to increase awareness of the Code, and better establish it as a part of Cornell identity, the Senate resolves, following consultation with members of the Administration responsible for admissions and enrollment and the office of the University Counsel, that acknowledgment of a student's responsibility under the Code should be a requirement for matriculation into Cornell's various undergraduate degree programs. Specifically, a student's affirmation of acceptance of Cornell's offer of admission should include language stating that the student will abide by the Code.

Submitted by:

Carl Franck, Senator, Physics

Terrill Cool, Senator, Applied & Engineering Physics

Ephraim Garcia, Senator, Mechanical & Aerospace Engineering

Linda Nicholson, Senator, Molecular Biology & Genetics

Shawkat Toorawa, Senator, Near Eastern Studies

October 10, 2010

"And we'll give you up until 60 seconds to do your clicking.

"Ten seconds. Well, the results are before you. 91% of the clickers voted for the amended resolution. 9% voted against. No abstentions. So the amended resolution is adopted.

"We will now go to the next item on the agenda. The next item is a report from Dean of the Faculty, Bill Fry."

6. REPORT FROM THE DEAN OF FACULTY

Dean Fry: "So I hope there are no Sun reporters that say it took the faculty three minutes to make their first vote using clickers, but we need to thank Rich Burkhauser and Rosemary Avery for berating us into getting the iclickers, so congratulations to you; and David Kingsley for actually doing it. Thank you very much for enabling that to happen.

"I have just a few comments today, since I stand between you and adjournment. I wanted to say first of all that the UFC and the faculty-elected trustees are going to meet with members of the Board of Trustees in two weeks. If you have issues that you would like us to bring to the Board of Trustees, would you please send them to me, if that would work; because we'll bring up issues of concern to the faculty to the members of the Board of Trustees.

“In April of this year, President Skorton charged Susan Murphy, Kent Fuchs and Bill Fry with coordinating the examination of the student experience, and several processes are in place at this point to deal with that. There was a resolution at the Senate last spring in which we encouraged an analysis of advising.

“Laura Brown, Vice Provost for Undergraduate Education, has done several steps on that. There are activities underway, and just seems to me it would be appropriate for the Senate to hear from Laura in the not too distant future about what some of those steps are and what progress has been made. So I would like to put that on the agenda for a future Senate meeting, unless I hear objections to that.

“I reported last time that there is in process a calendar committee. It is almost completely formed -- not quite -- and that group should be meeting in the very near future. As near as I can tell, just about everything is on the table.

“That committee may refine its charge, but I think they will consider all aspects of the calendar. That is the weekly calendar, the days of instruction, and also the times of instruction during the day. I know several of you have very passionate opinions about those. I would like to hear those, and the calendar committee should hear those opinions. Jeff Doyle is chairing that committee, and do please send your suggestions to Jeff. You can copy me, if you wish.

“I received comments from other people about other pedagogical issues that we should consider. Many of those I think will go to the Educational Policy Committee for at least initial discussion. I would like to hear from you, if you have other issues that you haven't sent that we really should take to the Educational Policy Committee.

“Some of them that I have heard about are the workload of students, whether there should be cross-college consistency in credit hours, cross-college curriculum development; but please do send me your suggestions, and I'd be happy to receive those. I'm wef1@cornell.edu. I think that's it. So are there any questions or comments for me?”

Speaker Beer: “Thank you very much, Dean Fry. And there are no Good and Welfare speakers; so at this point, a motion to adjourn is appropriate.”

Unidentified Speaker: “So moved.”

Speaker Beer: "So moved. Any opposed? The Senate is now adjourned. And please don't take the clickers with you. Leave them on the table in the front of the room. And you might click them off at the same time."

(MEETING ADJOURNED)

Meeting adjourned: 6:00 p.m.

Respectfully submitted,
Fred Gouldin, Associate Dean and Secretary of the University Faculty

**Report from Nominations & Elections Committee
November 10, 2010**

Childcare Services Subcommittee

Stephen L. Morgan, College of Arts and Sciences

Educational Policy Committee

Bruce Levitt, Chair, College of Arts and Sciences

John Muckstadt, College of Engineering

Faculty Committee on Program Review

Jane Mt. Pleasant, College of Agriculture and Life Sciences

Lectures Committee

Jonathan Ochshorn, College of Architecture, Art and Planning

Nominations and Elections Committee

Susan Suarez, College of Veterinary Medicine

North Campus and Collegetown Council

John Belina, College of Engineering

Jennifer Gerner, College of Human Ecology

Joe Regenstein, College of Agriculture and Life Sciences

Professors-at-Large Selection Committee

Graeme Bailey, College of Engineering

University Benefits Committee

Michel Louge, College of Engineering

University Sustainability Committee

Anthony Ingraffea, College of Engineering

Resolution to Include Agreement to Abide by the Academic Integrity Code as a Requirement for Matriculation into Cornell's Undergraduate Degree Programs

Whereas, as a center of learning and inquiry, Cornell is proud of its *Code of Academic Integrity*, (<http://cuinfo.cornell.edu/Academic/AIC.html>) but continues to suffer significantly from violations of the Code.

Therefore, in an effort to increase awareness of the Code, and better establish it as a part of Cornell identity, the Senate resolves, following consultation with the Advisory Committee of the Associate Provost of Admissions and Enrollment, that acceptance of the Code should be a requirement for matriculation into Cornell's various undergraduate degree programs. Specifically, a student's affirmation of acceptance of Cornell's offer of admission should include language stating that the student will abide by the Code.

Submitted by:

Carl Franck, Senator, Physics
Terrill Cool, Senator, Applied & Engineering Physics
Ephrahim Garcia, Senator, Mechanical & Aerospace Engineering
Linda Nicholson, Senator, Molecular Biology & Genetics
Shawkat Toorawa, Senator, Near Eastern Studies

August 31, 2010

Resolution to Include Acknowledgement of a Cornell Student's Responsibility to Abide by the Academic Integrity Code as a Requirement for Matriculation into Cornell's Undergraduate Degree Programs

Whereas, as a center of learning and inquiry, Cornell is proud of its Code of Academic Integrity, (<http://cuinfo.cornell.edu/Academic/AIC.html>) but continues to suffer significantly from violations of the Code.

Therefore, in an effort to increase awareness of the Code, and better establish it as a part of Cornell identity, the Senate resolves, following consultation with members of the Administration responsible for admissions and enrollment and the office of the University Counsel, that acknowledgment of a student's responsibility under the Code should be a requirement for matriculation into Cornell's various undergraduate degree programs. Specifically, a student's affirmation of acceptance of Cornell's offer of admission should include language stating that the student will abide by the Code.

Submitted by:

Carl Franck, Senator, Physics

Terrill Cool, Senator, Applied & Engineering Physics

Ephraim Garcia, Senator, Mechanical & Aerospace Engineering

Linda Nicholson, Senator, Molecular Biology & Genetics

Shawkat Toorawa, Senator, Near Eastern Studies

October 10, 2010

101013-11698S

Appendix 4

Dear Senate Colleagues, In order to facilitate discussion in advance of our next meeting's vote on the resolution to require an affirmation of the Academic Integrity Code as part of the Cornell undergraduate matriculation process we have established an online forum on the topic for Cornell administration and faculty members. It is available to all such members of the Cornell community with academic appointments. You can access the forum in order to read the resolution and post and read comments about it by going to:

<https://confluence.cornell.edu/display/AIDISC/Home>

This tool is very user-friendly and you should be able to use it straight away. You can find detailed instructions at

http://atc.cit.cornell.edu/materials/upload/FS_Discussion.pdf

If you have questions about how to use the forum, please contact me at cpf1@cornell.edu or call 5-5215 or 257-6969 (home) or administrative assistant Ms. Becky Jantz at raj8@cornell.edu, 5-5351. We are indebted to Ms. Barbara Friedman at CIT for setting up this forum.

I hope you'll pass along this invitation to all your department's faculty.

Sincerely, Carl

--

Carl Franck

Director of Undergraduate Studies and Associate Professor, Physics



Cornell University

101013-11699S
Appendix 5

DEAN OF FACULTY REPORT

BILL FRY

October 13, 2010



April 2010: President Skorton challenged the community to examine “the student experience”.

Coordination: Susan Murphy, Kent Fuchs, Bill Fry



April 2010: President Skorton challenged the community to examine “the student experience”.

Coordination: Susan Murphy, Kent Fuchs, Bill Fry
advising (Laura Brown)

calendar (in process)

(please send me your suggestions)

other pedagogical issues (EPC)

(work load of students, cross-college
consistency in credit hours, etc.)

(please send your suggestions)