Minutes of a Meeting
of the Faculty Senate
February 8, 2012

0. CALL TO ORDER. Speaker Steve Beer: “I would like to call to order the University Faculty Senate meeting for the first time in 2012. I'd like to remind everyone present that there will be no recording, either audibly or visually, of the proceedings. I would like to ask everyone to please turn off or silence your cell phone or other noise-maker.

1. “If you wish to speak, please raise your hand, be recognized, and then wait for one of the ladies to bring a microphone to you, then stand and identify yourself by name, department or other affiliation. There are no Good and Welfare speakers today, but the provost will have additional time for discussion of the New York City campus. “And with that, it's time for the Dean of Faculty Bill Fry, for important remarks.”

2. DEAN OF FACULTY REPORT
Dean Fry: “Okay, so in order for people to hear me, I have to yell, right? Sorry about that.

“I thought what I would do is just to describe some of the activities that I've been involved in the last little while, and I have to say that I get to see the provost a lot. It's often quite nice. I just thought you'd like to know being on the 3rd floor of Day Hall, Kent does stop down from time to time, and we have a short meeting or sometimes even a longer one.

“Some of those conversations are confidential and some are just talking about issues, but I thought you would like to know there is some communication that happens in Day Hall in that regard.

“I also participate in some of the meetings -- sounds like it's on now. I don't have to yell -- there are weekly meetings with the provosts and the academic deans, and I participate as an observer primarily in a few of those. And finally, I visit with the provost, also on several faculty committees of the UFC, the Financial Policies Committee, the Committee on Academic Programs and Policies.

“During this last semester, when the New York City campus was in such high interest, there were a lot of meetings and there continue to be a lot of meetings concerning those issues. I get to see the president somewhat regularly, have individual meetings with the president twice a semester, and I attend almost all of the senior staff meetings.
“And I get to see John Siliciano all too often. John says the same thing about me. Often we are working together on trying to resolve issues, and I think it's a very productive relationship.

“The dean of faculty gets all kind of random queries, some of which I can answer, some of which I cannot; and then I do participate with the Nominations and Elections, the UFC, the Financial Policies Committee, Educational Policy Committee in all of their meetings, and also with the Calendar Committee, which has been meeting quite regularly over the past year and a half, and hopefully they will have a report that will come to the community in the not too distant future.

“As I said, Kent will be talking about the New York City campus today, so I won't say very much more about that, but that's such a huge deal. In my opinion, that's the single biggest thing that the university has done since 1865.

“I would also like to congratulate the new Weiss fellows. These are Yervant Terzian in Astronomy, Ravi Ramakrishna in Mathematics, and George Hudler in Plant Pathology and Plant Microbiology. Strongly encourage you or your colleagues to nominate your colleagues for this really wonderful award.

“It is a lot of work, I have to tell you, to make a nomination. I have been involved in some nominations -- in making nominations, that is; and I know it's a lot of work, but it is such a wonderful award, and it's something the university does for the faculty, and I really do encourage you to participate in the nomination process for next year. The nominations are due on March 9th.

“In the future, for us in the next months and years, the New York City Tech Campus is going to continue to be a major issue. There are a lot of issues to be worked out. Facing the university is a new budget model, which people will be experimenting with next year. It came out of the strategic plan.

“And dealing with that new budget model, I think, will be a very interesting challenge for the university. We are still in the process of adjusting to the structural budget deficit from some years ago. Hopefully that will be handled soon.

“I want to also indicate that there will be an election for a new dean of faculty, associate dean of faculty and a faculty trustee. That election probably will go out, we hope, March 9th and close on March 29th. There are issues, as you probably already know, concerning the library, and Kenny put out a note out this week about open access and pushback to Elsevier, which I think all of us would appreciate.

“And then also there's concern among many people about acquisitions budget for the library. Next week I think there will be a resolution concerning an amendment to the
agreement concerning eCornell. It will come through Educational Policy Committee or CAPP. There will also be resolutions from EPC concerning academic integrity, and there will be changes in legislation for the AFPS and EPC charges.

“I would like to close by just saying the dean of faculty office collates memorial statements for faculty who have died during the previous year, and you have to appreciate that the families of those faculty really do like those memorial statements.

“And there is a paper copy that’s sent out now to departments and to family members, but there are two web sites where you can get copies of those memorial statements. Bob Cooke has scanned and put online in this URL – 
http://ecommons.library.cornell.edu/handle/1813/19319

(There are all of the memorial statements of the faculty since we began. It is a wonderful collation of those statements.

“What I’d like to do next -- and I understand this has been the practice some years ago, but I had not done it in the last couple years -- is to look at the names of faculty who have died during the previous years. So if you just give me a minute, I’ll read through those names.


“From the College of Architecture, Art and Planning: Zevi Blum and Thomas Leavitt.


“From ILR: Cletus Daniel.

From Law: W. David Curtiss.

From Vet Medicine: James Gillespie, Steve Hitchner, Robert Kirk.
And again, this statement, where you can identify the statements that have been written by our colleagues.

“And so with that, I will conclude. And what’s next?”

3. **APPROVAL OF MINUTES FROM 14 DECEMBER MEETING**

Speaker Beer: “Thank you very much, Dean Fry. The next item on the agenda is the approval of the minutes from the December 14th, 2011 meeting. Any objection to approving the minutes as made available? Seeing none, it seems appropriate to record that the minutes have been approved without dissent. Thank you.

“Now we’ll move to the next item, and that is a report from the Committee of Academic Programs and Policies, Professor Cleland.

4. **REPORT FROM COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES**

Professor Thomas Cleland, Chair (CAPP): “Thanks, Steve. Just have two small items, one of information, one of business. For information, I will reiterate, whenever I get the chance, that CAPP has been asked on behalf of the senate to serve as an advisory faculty committee drawn from across colleges regarding the Cornell New York City Tech Campus, and we have been speaking with the provost and the vice president and such increasingly regularly on this particular subject.

“So happy to hear from any of you, although most of what you want to see will probably more effectively directed to the provost’s office. We are also welcome to hear any of it.

“The item of business is a field name change in which the field of East Asian Literature proposes to change its name to the field of Asian Literature, Religion and Culture. This better reflects the current composition interest of the faculty; and once formed and approved, will also gradually subsume the existing field of Asian Religions.

“All of the -- so CAPP recommends approval of this. All the interested parties, the DGSs, department chairs of the root Department of Asian Studies, Arts dean, the representatives, each of the different concentrations within the field have all given written support to the move, and so we'd like to recommend it to you for approval.”

Speaker Beer: “Okay, the proposition is before us for approval of the renaming of the field of East Asian Literature to the new name, field of Asian Literature, Religion and Culture. Since this is for approval and not voting, I will ask if there's any objection.

“Was that an objection?
“Hearing none and seeing none, the name change is approved by the Faculty Senate. Thank you.

Professor Cleland: “Thank you.”

Speaker Beer: “Okay, the next item on the agenda is a presentation and discussion of the New York City campus. Provost Fuchs.”

5. REPORT ON AND DISCUSSION WITH THE PROVOST ABOUT THE NYC TECH CAMPUS


“That is great. I just wanted to cut the lights that were shining directly on the screen, not to create a mood. These slides that I'm going to show you are from a variety of sources. The first one is one that we showed to the trustees back in the fall.

“Then you are going to see several slides that we've presented in a variety of audiences, including on December 2nd, to the mayor's office and the Economic Development Corporation in New York City. We are having a bunch of forums now, and I thought it would be appropriate for the senate to see those slides that we're presenting in other venues. Then I put in a couple that are specifically for you all.

“At the end -- I'll just go through the presentation. And at the end of it, we have quite a while, I believe, for Q&A. What time do we have? Okay, so we have plenty of time.

“What I will do for the Q&A is I will bring Dean Dan Huttenlocher up and we'll do this together. There were many, many people that worked on the proposal over the past year, but there were a couple administrative academic leaders that really led the process. Dan was one of those. The Dean of Engineering Lance Collins, was another. Then Administrative Officer, College Officer Cathy Dove was the other.

“Both Dan and Cathy are out of town. Otherwise -- excuse me. Lance and Cathy are out of town. Otherwise, they'd be here with Dan and me. So let me just start. So this is a slide that talks about -- I showed to the trustees back in the fall -- that talks about our aspiration.

“This is from the document that was written by eight faculty in writing the university strategic plan two years ago, and it shows at the top this aspiration that we have that we would be considered as universally by fellow academics, by the press, by the average person on the street as one of the world's top ten universities and that we'd be considered also a model university in taking fundamental knowledge and liberal
education interleaving those; then making a difference in the world, changing and addressing societal problems.

“Then I went and showed just three bullets out of the part that talks about public engagement in this very long strategic plan, and the first one just says we will make public engagement a more integral component of Cornell education and research across the campus. It is not just going to be a part of our extension program; it's not just going to be a few initiatives in one or two colleges. It will be a part of the whole university.

“Secondly says we'll explore new partnerships with state, regional, national industries in order to promote economic development. Lastly in that same section, it ends with the following, which I have underlined, that we'll build a stronger footprint or base for Cornell's education, research and outreach programs in New York City.

“So I believe you can't achieve the top unless you achieve the bottom. I don't believe that Cornell 100 years from now will be considered one of the world's top universities, unless we grow our urban presence in addition to building our excellence here in Ithaca. We are the most rural university of any of the top 20 global universities.

“And therefore, what I'm about to show you about New York City is one part of achieving this goal, one small part, but a very, very significant part, and that's growing our urban presence, making us, as Dan and Lance and others have said, both an urban as well as rural university in terms of just place.

“So this is the proposal we submitted the end of October. I came to the senate back in the fall and talked about what we were working on. In September, showed you a video of a different president from the west coast talking about how they were going to win the competition; and in the meantime, we submitted this proposal.

“And then on December 16th, Friday afternoon at 5:40, President Skorton got a call saying we had won the competition. And it wasn't, as many people thought, that we'd get some of the funds from the City or we'd have to share it. We won the entire competition, $100 million and all eleven acres we were asking for on Roosevelt Island.

I should say the City probably will have more initiatives in this area, and we'll read about them; but in terms of that specific competition, Cornell, in partnership with the Technion, won the competition.

“Now I'll show you pieces of what's in the proposal, and many of it in graphical form, things that administrators would understand with a little animation, but I want you to get a grasp of what's in the proposal. The full document is now in the dean of faculty office -- you saw that in the e-mail that went out with the agenda for today's meeting --
including the legal agreement between the City and us, as well as the previous background material.

“So two really thick notebooks are there, and you are welcome to go read them. We are very public about it. We don't want it on the web site. We don't want it being sent around the world, but anyone at Cornell can go in and read it and look at it.

“So this is obviously from Google Maps, and it just illustrates where Roosevelt Island is. There are many, many people that grew up in Manhattan that have never been to Roosevelt Island. This is Roosevelt Island, and that little gray area is our new campus.

“The F train goes there. It's four stops to the Cornell Club, and there's a stop right at the New York Public Library here on 42nd Street. There's a tram, beautiful tram that goes right basically from our campus, the bridge here, over to here. The medical school, as you are going so see, is right in here. And United Nations faces our new campus. “This is Google Maps again, more zoomed in. There is a spectacular park that's being created as we speak on the south end of the island. I'll show you a picture of that in the next slide, in honor of -- it's the FDR Freedom Park. That's our new campus that I have just shaded in in red.

“There is currently a 600,000 square foot hospital that is there, that the City had preplanned to vacate. We will, in December of 2013, next year, get, as I describe it, the keys to the land and the hospital. And then the very next month, in January of 2014, in 24, 25 months from now, we'll begin the demolition of that hospital.

“So this is within viewing distance of the medical school. If you are in the hospital, the medical school, you could see our new campus, and also from the United Nations building. So if you are looking from the south, this is what you see. This is that new park that I showed, and our campus, with beautiful ruins here of an old smallpox hospital, literally beautiful.

“And this park will open in the fall this year, 2012. And our campus starts right there at the edge of that park, and this is it. Our land is larger than this, but you can't tell from this. Then the bridge, the tram, and then the medical school and UN. So that's where we are and that's our campus.

“So let me now describe basically the mission, and many of you heard us talk about it and have seen this. This is the goal that the mayor's office described back in December of 2011, a little over a year ago, that they wanted to bring to New York City or to encourage one of the New York City schools to create a campus that would literally help change the economy of New York City, a pretty audacious goal, and one that would be linked to the city -- both the city government, and then the whole environment of the city, and move it beyond financial services, health care, finance,
media and fashion, which are typically just thought of as the main economic drivers of the city.

“And this is how we have described our role in that, with our new campus in partnership with the Technion, where we benefit from that environment and they benefit from Cornell and particularly our graduates.

“There is a whole description, and Dan is eloquent in describing this, about how technology and the environment for new companies and traditional companies in this arena is changing radically. It's not the old Silicon Valley we think of or the Boston area or other parts of the country. It's a new era moving forward, and the City literally is poised and wants to capture that new era. And the City right now is actually Number 2 in start-up companies in this area.

“This describes the goal. The bottom is the most important part, and that's the graduates that would come out of this new campus, all at the graduate level. No undergrads, so master's, professional master's students and Ph.D. students, and then faculty that are driving not just the courses, but conducting research; and the idea being that those graduates will stay in New York City and impact the city and that part of the country.

“So when we think of Cornell and our entrepreneurial activity, we often -- we don't think of ourselves or others don't think of us as being in the same league in terms of making an impact in the economy as some of our other top ten peers, but actually, it's not true. If you think about the impact our graduates have had, we are as entrepreneurial as a university as any in the world, literally.

“We took a survey -- you all got the same obnoxious e-mail from me as everyone else -- and it asked about how many companies have you started, how many students have you graduated that have gone off to start companies. And then we asked our alumni the same thing about investments and start-ups. And the results of that -- self-reported results are literally startling, and they were comparable and actually surpassed the universities you might think of in this arena.

“The Technion is very similar, but very focused. They are the opposite of us. Their students haven't gone around the world -- although we have some of them here as faculty -- and started companies. They focused in the region from Haifa down to Jerusalem and Tel Aviv area and started a whole bunch of companies that have transformed the economy of the Technion.

“And together, this partnership -- and get ready to ooh and aah with my animation here, that's Roosevelt Island -- comes together to affect the economy of New York City itself. So let's talk a little about academics.
“So there will be masters degrees there, Ph.D. degrees. And remember, the degrees are rooted in Cornell's graduate field structure, our field structure we oversee here through the dean of the graduate school.

“We are proposing -- it has yet to be developed and approved by the faculty -- a master's degree that will be with the Technion in what we are calling Applied Science, but there will be a bunch of other degrees that are currently existing here at Cornell that will be offered there, and many traditional as well as innovative disciplines.

“Strong connection to New York City, industry there and new companies, and also programs reaching out to the educational environment, K through 12, but even in other universities that are in the city, SUNY system, Columbia, NYU and others; not in partnership with them, but collaboration with them. We use those words quite differently.

“You may have heard us talk about hubs, and it's just a simple way of saying we don't have academic departments on this new campus of any type. The academic departments are here in Ithaca or at the medical school. We are creating an environment that's different than anything I've seen anywhere else, where you'll have over time 200-plus faculty and they'll be focused on what I call teaching and research area hubs.

“The three we are starting with are here: Connective Media, The Built Environment and Healthier Living. You can see on the left side some example -- and these are literally truly example traditional kind of departments that might have an interest in these areas, but you could think of a lot more.

“You could think of Humanities and Arts as tying in to Connective Media, just as Facebook and Google hire people from those disciplines, and the same for each of one of these areas. Certainly, the way it's organized is quite different. Strong ties back here to Ithaca academically, but working in a quite different environment on the new campus.

“External, it's different as well. The hubs will be engaged in tightly coupled ways with companies that are producing products that will then influence the economy. And some of them are traditional type industries, but more certainly going forward that we have not yet conceived, and they -- many of these actually will be tied in to the campus itself; in addition, tied in to the focus, the education and research of the hubs.
“So this in some sense gives us a challenge and an opportunity to do something quite different. This campus will physically look different, and I'll show you that in the ending, and it will conceptually and academically be different.
“So we are in the midst right now with CAPP, with the academic deans, with vice presidents and others thinking about very quickly how we should be organized and how we should be tied back here to Ithaca, what services will Ithaca provide, what services in finance or business or -- you could think of all kinds of areas will be provided that will be unique to the campus, what might be provided by the medical school, what might be outsourced that we traditionally would think of being here on this campus, the same way academically.

“We have to think about how these faculty will be recruited, if their tenure is here and yet they will spend most of their time there. What about Ithaca faculty that want to spend a good part of their time there? And we will need to decide on titles, organizational ties and the procedures as we move forward.

“President Skorton, with support from my office, asked Mary Opperman from Human Resources to think and write a white paper over the holidays about these issues and these concepts, because she thinks more broadly than I do as a faculty member about the organizational concepts we have to address here.

“So part of it is academic, but also a lot of it is what you might think of as being administrative and very important. We don't want this to be a campus that's not part of Ithaca. It has to be Ithaca when we think of it. When people look at that campus, if they're New Yorkers or visitors from around the world, we want them to think of Ithaca and also academically and administratively the same.

“I will be bringing forward to the trustees next week the first two appointments, the first two leaders for this campus. And one, the founding dean of the campus -- and we're debating for a couple more days with CAPP and others about the title, but the founding dean will be Dan Huttenlocher, who will speak, but there will be a unique partnership organizationally.

“And we'll have a chief administrative officer -- again, we're not ready to announce titles -- but chief administrative officer working in partnership with Dan and leading a lot of the work that has to be done around the physical campus and the administrative part, which is just enormous. That person will be Cathy Dove. So we know the first two employees of the campus, and then we're working on designing it, so it will be truly a part of Ithaca.

“So a lot just exciting, exciting work to be done. I now have a few slides on the impact on us, those of us like myself that are going to not move to New York City, and you could think of the impact in several ways. One would be just on students, the other just in terms of people, the other is obviously the faculty; and then thirdly, the broad community.
“There are members of Tompkins County and related counties that are just worried that now everybody's going to flee this part of the country and they're going to move to the city because of -- I actually believe the opposite will happen. People will come to Tompkins County because of learning about us here through this new campus. Then I'm going to talk a little about the impact financially on Ithaca and how we are managing the finances of the campus.

“So Ithaca students, students that will get a degree, spend their four years or more, either undergrad or grad, here in Ithaca, how does this impact them at all? It gives them an opportunity, gives them an opportunity to spend a summer or do an internship, maybe do research with faculty that are down there, work with a company that's associated with this campus.

“So it provides a new outlet in New York City that many of our students already take advantage of, but it just highlights it and gives a broader set of opportunities. Same with faculty. There will be many faculty that will decide to team teach or teach a course there or actually spend time there or be involved in some way with the campus and to spend a sabbatic or a summer.

“Then the community, I have already addressed that. It has already changed in one month the visibility the university has. President Skorton and Dan were invited by the White House two weeks ago to go down and talk to a member of the White House staff about this new campus. They're both going down, will be in the secretary of commerce's office talking about the new campus in a few weeks. Not us inviting ourselves, but being invited; and many, many examples of that occurring.

“I want to show you one example from last week. This was organized by students here at Cornell. It was the first start-up -- a career fair we've had on this campus where students invited start-up companies to campus, brand new companies to come. Over 30 of them had never been to Cornell ever, and this atrium was packed.

“I was told thousands of people -- I don't know -- with students and these brand new companies. And the students did it because the new campus -- the companies are excited and they are here, but they are not focusing on the new campus. They are focusing on Ithaca students. Just last week.

“What about money? I spend a lot of my time thinking about money, so financially, this campus will have its own budget, and that budget will be separate from the budgets of our colleges and schools here in Ithaca. It will be self-sufficient, and I'm going to show you, on a subsequent slide, the commitments we actually made to the trustees in October before they allowed us to submit the proposal.
“So the new campus will actually send us money here, instead of us sending them money. They will pay some administrative costs. I will insist they pay a part of my salary, because I spent a lot of time on this thing.

“I actually believe this is a fundamental point, Number 3 here; the deans asked me about philanthropy, will this redistrict philanthropy to the New York City campus. You probably read about the $350 million gift by Mr. Feeney through Atlantic Philanthropies.

“I believe there will be a lot more philanthropy that goes to this new campus, a lot more over the next several years; but I also believe every college, every school and everyone that has a goal for the campaign will exceed that goal of that campaign. It does not change those goals.

“So anything we were aspiring to do from philanthropy here at the Ithaca campus does not change. We will achieve those goals. I believe because of the campus, there will be more philanthropy here to Ithaca, because people want to be a part of what's exciting, what's happening.

“So this is what we promised the trustees. We had two weeks of every-day meetings with different subsets of the trustees, finance committee, the buildings and properties committee, a rump group, ad hoc group, full board meeting, going through what would be our commitments; because at that point, we're committing ourselves to 30 years, millions of square feet of campus, thousands of students, hundreds of faculty, and we have not a penny.

“So here's the guidelines that we committed to, that we'll follow Cornell's capital spending guidelines. If you Google "Cornell's capital spending guidelines", the document will come up. It says how much philanthropy you have to have before any building can go forward, at every stage of that building, and we have applied that religiously.

“These were developed -- you heard President Skorton talk about that about two years ago, and he's been adamant about making us stop the Humanities building until every penny had been raised. Now it's going forward, now that all the money's in hand. That's been religiously applied, and this applies to this new campus as well.

“And it says we'll immediately focus on philanthropy and we'll adjust the implementation schedule as needed. Then a month later, a little more than a month later, the gift came in from Atlantic Philanthropies, but that still applies.

“What that basically says, that the revenues are coming from several sources. They're philanthropy, tuition from the master's program, they're research grants, and there's
also going to be foundation money that comes in as gift money as well; but it says we will not spend more than we have. And this basically says we won't be spending money from Ithaca down there to run their budget.

“The academic program, grow the program as resources are available, and I just described that. We will also manage the legal risk. I can't think of a more visible place or set of circumstances to create a new campus, because we are linked with not just city government, but with the future of the City in a way that legally binds us, and it binds us in terms of public relations, binds us in terms of media.

“The City wants us to send them something about Cornell every week so they can talk about it; because when they talk about Cornell, they are now talking about the success of New York City. And that linkage to me is wonderful. It makes a lot of people nervous. I think it's spectacular.

“And it says here we've got these commitments. We are going to manage them, we'll achieve the objectives we have. We are doing a bunch of other things to manage the risk. We'll have third-party developers, so we don't have to take on debt for some of the buildings. That's part of the plan going forward.

“So let me now just talk about next steps, and then I'll show you the cartoon video that many of you have seen in other context of the campus. So we are now involved in this intensive part of implementing the campus, not just creating the administrative structure, organizational structure, but beginning to think about courses, because we have promised that beginning this fall we'll begin to have some teaching and activity with students in the fall.

“We need to do a whole bunch of hiring, including hiring of faculty. There's accreditation process. Even though we are accredited as an institution, as a university and our programs are accredited here in Ithaca, those same programs that we'll be delivering in New York City need to be reaccredited. It will happen quickly, but they need to be reaccredited.

“We are going to work and bring forward to the senate committees this Applied Sciences master's program in conjunction with the Technion, and then we need to do a whole bunch of things administratively. I will show you two slides of those examples. This is a lot of the activity that Dan will be involved in, and Cathy Dove, who I mentioned previously, and many others.

“We need to lease 30,000 square feet of space real soon to occupy until we actually open the new campus, build the buildings in 2017, but just a lot of important rigorous activity that needs to take place with agencies in the city, in ways we don't have to do here in
Ithaca. And the same in 2013 with the demolition of the hospital occurring in late 2013, early 2014; then opening the literal physical campus in 2017.

“So now let me just show you these videos, then we'll open it up for Q&A and I'll ask Dan to join me. I mentioned the physical campus will be different. It's unlikely we'll have an Arts quad or a CALS quad on this eleven acres. It's intended to be a distinctive landmark that will highlight and feature Cornell, that when people are in Manhattan looking over here, they will think of Cornell. When coming across the bridge, they will think of Cornell, but it also is supposed to be an indication of our excellence academically, our excellence in the goals of this new campus.

“So the real architecture has yet to be designed. This is a cartoon of that, but I think you will get a sense of it. Net zero energy in terms of the first building. That means it will actually produce as much energy as it consumes, which is a more rigorous standard than literally LEED Platinum.

“This is that cartoon. And there's beautiful music that you don't hear. Oh, there it goes. (VIDEO PLAYED)

“These are the first two buildings we'll be designing. Notice the campus, the campus bus. Notice the Red Sea. Quite a different environment. I don't see the usual faculty offices. It's going to be quite physically different. Again, a cartoon, but you get a sense of how it will be visible to Queens and Manhattan and others.

“So let me invite Dan up here. If we could have the lights back on, and we are past the point of -- as we were with all the secrecy in the fall, where we had things in the dean's office or we only shared MOUs with CAPP or others. It's now we are open. You can give us advice, you can learn about everything that we know, but there's yet a lot to be learned. Yes.”

Speaker Beer: “Gentleman on the aisle. Wait for the microphone, please.” Provost Fuchs: “And they have to say something, right?”

Professor Muawia Barazangi, Department of Earth and Atmospheric Sciences and the Institute for Study of the Continent: “One request is about partnership with the Technion, which is very indeed interesting and exciting, but I would like to make sure -- I don't understand this partnership; it's coordinated with the leading institution and how you interact with all the vision you presented, the Technion will enter with it. That is the first request.

“The second request is that you made an interview -- I forgot where -- you said that you hope down the road, in the future to have more international partnership.” Provost Fuchs: “Yeah, "The Cornell Sun."
Professor Barazangi: “Yeah, and this is important down the road, but I request that to consider -- I don't know who's going to make decision down the road -- to consider partnership from institution developing countries. Do not completely -- in the past, the super-rich either institution or well-developed countries. It is easy to make partnership, for obvious. To consider developing countries and to really interact often that level.”

Provost Fuchs: “So I'll take it. Let me address the last one, then I'll talk about the Technion, because I think there are a lot of related items around the Technion that we should talk about in committees as well as broadly.

“So we are going to be just brutal, just brutal in who we decide to partner with. So I'll give you an example. I had a phone call Friday morning. President Skorton couldn't take it, so I took it for him, and it's with one of our most generous donors; and secondly, the former trustee. And he was pushing hard to have us meet with the president of another well-known university that's got a big football program.

“And I said it's not going to happen, just not going to happen. That university is not a peer of us. Not a peer. And we are only in this area -- now the Technion is not a peer in many areas of ours; but in this area, it is, and it's a complement. Those are important: complement and a peer. There are other peers, but they would be a competitor.

“So I just want to be frank with you. We will meet with the president, but we are not going to partner with them. We may do projects with them, other things with them, but we are not going to be a partner with them.

“The reason for that is the reason we have partnered with the Technion; we have to have them be a meaningful contributor with us. Our goal here is not to educate our partner. Our goal is not to help our partner. Our goal for them is us to achieve goals together.

“So there are many parts of Cornell where we really do have engagement with developing parts of the world, probably as much as any university in the world, and our mission there is to make a difference in that part of the world and to partner with them in that. That's not what this is about.

“So we're just going to be brutal in focusing on the mission in deciding who we'll partner with. So I wanted to be clear about that, and frank, so that you're not misunderstanding.

“So what about the future, what about other institutions? We did say in the proposal and the Technion has agreed that we'd consider and pursue other partnerships going forward. There will be very few of them. Eleven acres is a good amount of land in Manhattan, but it's not a lot of land, and we just need to have a few -- could be Asia,
could be Europe, could be other parts of the world that will come there and bring something different than we already have, but that will help us achieve these goals.

“You can think of it as the opposite of what we often do, and that’s create a campus somewhere else, another part of the world. Now we are saying come join us here in New York City and be with us. So it's sort of study abroad in reverse. So that's that.

“Why the Technion, and what is this partnership? How much money are they contributing? Why did we choose them? A whole bunch of things. They are contributing zero dollars to this. Cornell is the owner of the campus. It's our physical campus. The buildings are Cornell's, the land is ours and it is our campus.

“There is a part of this campus, an important part, that is the partnership. We call it the Technion-Cornell Innovation Institute. In addition to that, in which they are 50/50 doing the work with us -- not the money, but the work; teaching, scholarship -- in addition to that, there are other programs from Cornell.

“You could think of almost all kind of areas related to this mission, but they wouldn't want to be a part of the TCII. So that's why Cornell has this opportunity to bring other programs in that aren't a part of the TCII. So we'll be working with them closely, but also doing things independently. So it's interesting.

“So I have a 7:00 a.m. Skype with the provost of Technion in the morning to talk about some of this stuff, so it's -- I'm learning as we do it. Yes. I'm going to go this way, then come back, okay? Yes.

“I am sorry. You call on -- then I won't call on my favorite faculty.”

Professor Abby Cohn, Linguistics. “I have a question about the potential impact on academic leadership on the Ithaca campus. I think all of us would agree that to really make this fly, we have to not only maintain the strengths at Cornell, but we have to continue to build them. Ithaca campus has to be the anchor, and if we become too out of balance, it's going to hurt all of us.

“And you did a nice job in your presentation of addressing the kinds of financial concerns we might have and how the impact not only will be controlled, but you've argued might have some positive effect. I'm actually worried more about the issue of focus and attention from the intellectual and academic leadership, especially from the central administration, especially coming from Arts and Sciences, and particularly the Humanities, where we really are only in that, primarily in this one college.

“And how are we going to maintain what arguably in a sense is sort of the heart of the university?”
Provost Fuchs: “You want to take it? I'll do it. I'm kidding. Abby asks hard questions. “It is a wonderful question, Abby. So we had a dean's meeting on Tuesday. I guess that was yesterday. And at the end of the meeting, I sent out all the visitors, all the vice provosts and the vice presidents. We had a heart-to-heart chat about things, and we actually confessed that we're probably doing too much right now.

“We are changing the budget model, and that may be bigger than anything we're involved in, and I hope Bill invites me back to talk about that. Exciting, but it really is important. We are thinking about the School of Public Policy. We're working on health care issues.

“The president has just written a white paper or internationalization that he hopes to release in a week to all of you, and we started discussing that with the deans. Just a whole bunch of stuff that we're working on. So I share -- it's only February, and we're tired -- so I share that concern with you.

“On the other hand, I do think you get opportunities in life, and you have to seize those; but yet, when you seize those opportunities, you can't lose track of what's truly important. And the Ithaca campus is what's truly important, and this is intended -- the purpose of this is intended to help the Ithaca campus, all of it, not damage it; so if we're damaging it, we're doing the opposite of what our goal is.

“So I fully understand and support and will do my best to keep my eye on the ball. That, if anything, is one of the reasons that on February 15th we're asking the trustees to say Fuchs, get out of the way and let Dan lead this thing, but we're thinking about the ties to Ithaca. So Dan is working on behalf of all of us there. Yeah, you can answer.”

Dean Dan Huttenlocher, Computing and Information Science: “So maybe not quite on the academic leadership piece, but I think there's another piece very important which is related, which is we really look for the programmatic ties that are as broad as possible to the Ithaca campus, which Kent mentioned; but I think it's very important to underscore, because as you hear about this, it often sounds like Engineering and Computing and Information Sciences.

“And while this is about technology commercialization, one of the things that I think really caused us in part to win this, in addition to a lot of other pieces, is that I think we really understand some shifts that are happening in the technology sector, where New York is the leader, which Kent mentioned.

“A lot of that has to do with technology really hand in hand with societal problems, with business problems, with arts, with culture; so I think there are a lot of opportunities for this new campus only for either the Ithaca faculty or new faculty we
hire who do want to somehow be engaged in the commercial applications of things, but it's much broader than the traditional engineering and computing disciplines.”

Professor Eric Cheyfitz: English Department, American Indian Program and American Studies. “Kent I brought this up at the UFC. With the Technion, since Technion is involved in militarizing the West Bank and upholding in significant ways Israeli apartheid, so it raises the question of what Cornell's ethics in relationship to partnerships that it would make, not only with Technion, but with other universities in the world.

“So that's the first question I think that needs to be raised. There is a petition now -- I'm sure you are aware it's out -- expressing a protest and also delimiting some of the ways that Technion is involved in militarizing the West Bank.

“The second question is related, and that is I went back and looked at the bylaws of the university, which I do from time to time, and it does say the faculty is supposed to be involved in discussions of educational policy. And we never really, as far as I know, had a discussion about the Technion partnership, which seems to me to be a significant part of educational policy. They will be teaching, they will be setting up instructional units, et cetera. So I wonder if you could speak to those issues.”

Provost Fuchs: “Sure. We did have a discussion with President Skorton and the UFC about the Technion, and I fully affirm this concept that the faculty need to own educational policy. Need to own it, not just be involved, but own it. So all aspects of the academic programs of this campus are not going to be driven by the administration.

“I proposed this joint master's degree with the Technion, but it has yet to be approved, which has to be approved through the normal channels. There is an MOU terms of agreement with the Technion, but they're very broad and they have yet to be developed firmly, and we will bring that before whichever committee is relevant, probably CAPP.

“So there's not even a document signed with them, but it's a public partnership with them; but what the meaning of what that partnership is in this TCI has to be developed yet. And you all need to be involved in that, just as with every other part of processes and programs and courses and tenure and all of that.

“Let me shift to the issue -- I'll describe it broadly, and that's the move to boycott Israel, to boycott from all perspectives academic engagement between faculty-to-faculty in Israel, any other faculty to the world and the students in Israel. I actually am quite opposed to that boycott.

“When I was the engineering dean, I strongly supported and enabled a partnership with the King Abdullah University of Science and Technology in Saudi Arabia. That
partnership sends a lot of money to Cornell. We have students and faculty that are on that new campus. Our former president literally wrote the bylaws for that new university.

“And I don't know what you think about Saudi Arabia, but I could make a similar argument about their policies, as you did about Israel. I believe, again, this is personal. It is something that we could and should debate. And I believe that if Cornell is going to change the world, the way you do it is through engagement, not boycotting.

“I believe the best way to do that is university to university, faculty to faculty, students to students, and I think we'll have much bigger impact than saying I don't like your policies; stay away.

“Secondly, on this new campus, whoever's there, whatever the partner is, they will follow our policies. So whether it has to do with discrimination or academic freedom or no confidential classified research -- that's the word I'm looking for -- which are all our policies, they will follow that. That doesn't say what they will do on their home turf, back in their home countries; but on our campus, they will follow our policies.”

Speaker Beer: “Right aisle.”

Professor Aija Leiponen, Applied Economics and Management: “I had a question about the sort of process through which you are getting this off the ground, the process through which you develop the content and activity, all those things.

“You mentioned broad engagement in the slides, and some faculty committees have been mentioned. So who are the people in these committees, who do they represent and how is it all going to play out?”

Provost Fuchs: “My big role is to appoint an academic leader, so let's have that person talk about it.”

Dean Huttenlocher: “This is the game Kent plays. He says let's let Dan handle that one. So I wanted to underscore something that Kent said, kind of in an offhand way in response to the previous question, which is that it's not just around the Technion partnership. It's around everything in this proposal; that the proposal is a framework for the institution to move forward.

“In some sense, the City put a framework out there through the original call for proposals, we responded to that with a framework we felt, as administrative leaders and academic leaders of the campus, was appropriate; but that has to get filled in in ways by the faculty and by the students to make it real.
“We don’t actually do anything. We just sort of push paper around, but there are some goals in there with the agreements with the City. Some of those goals are to get both academic programs and students and faculty engaged in New York as quickly as possible because of the economic development mission in New York.

“So the first things that we are focusing on in terms of academic programs are taking some existing professional master's programs and looking at offering those in New York City. Since the focus is on technical students, these are technical professional master's programs.

“So they're mainly in engineering, although one of them is information science professional master's degree, which is not in engineering. So there are a handful of those degrees, and we're working with the field faculty and all those sorts of people on getting those to move forward.

“The things that are, I think, going to require a lot -- that's really just taking programs that we already have and making some relatively small changes to them to connect them more with industry in New York, so there are aspects of things where there are project components with industry, business courses that are required, that aren't required for those programs in Ithaca, but 90% of the programs look the same.

“I think the bigger issue for broader faculty is we think about educational programs as we start to design something like the new degree -- the dual degree we are looking at with the Technion, because that's a sort of broad question; what does that degree look like.

“It's got goals that are very consistent with those of the professional science master's sort of program, for those of you who are aware of that, which is a national thing that the National Science Foundation put in place, but there's an incredible amount of design work to do that and it spans a lot of fields from our traditional field system.

“So I think where it's clear what fields should be engaged, there's a structure here. Where there are completely new programs, where it's not clear what fields should be engaged, we need broad engagement. That's how we are moving forward right now.”

Speaker Beer: “Let's stay on right aisle, the woman --.”

Professor Wendy Wolford, Development Sociology. “I just want to say thank you for the presentation, but really for your willingness to keep the Technion issue on the table, I think I'm hearing open for discussion, because I second Eric's concern.

“And I don't think that Eric or the petition are saying to boycott Israel. I think it's this university in particular and what is a particular history in relation to the arms industry. And I wonder if it wouldn't be possible to invite some of the students who are involved
in the petition and involved in sort of thinking around this issue who are not anti-Israel, but who might have some real information to shed light on this partnership and on Technion.”

Provost Fuchs: “The senate is free to invite who they want. I am meeting and have met with the Students For a Just Palestine, and we'll continue to meet with them. So understand, I'm not saying that we're not going to move forward with the partnership, but I'm saying that we can discuss what the nature of that partnership is.

“And that has yet to be finalized, but I will personally be meeting with those students and I think that's your suggestion; but if the senate wants to meet with the students, I think that's great. I think that's good. I can facilitate that, if you want.”

Professor Risa Lieberwitz, ILR: “One question. I wonder if you could address how you are planning to use the Strategic Corporate Alliance Report and Recommendations that were adopted by the faculty senate in 2005, because that would seem to be very important with regard to the potential corporate partnerships that it sounds like you envision.

“And the second point, to follow up on the Technion, and I thought that the point that was being made initially by Eric was the question also about the timing of the discussion about Technion. It is not about an academic boycott with Israel. I think that's a different discussion and lots of people have lots of different views on that.

“I think the question is not whether you personally think it's a good idea to partner with Technion or whether I personally think so, but whether there was an open debate. Clearly there was not because of the confidentiality. So I think that is a general point that we all are always thinking about with regards to governance. Sounds like you are saying we made that decision and it wasn't on the table broadly, but my first question was about the Corporate Strategic Alliance Report and Recommendations, which I think are very important.”

Provost Fuchs: “So Risa, to be frank, I have not recently read that. It was written before I was provost and has not come across my desk again, but I will read it. The vision for the alliances is not from a policy perspective, any different than what we have here.

“We have hundreds of alliances and engagements with companies here in Ithaca with our faculty, with our students, with colleges, et cetera, and the vision is not to change the policy in terms of how we engage, but to do it more effectively, to do it more efficiently and to have, for example, as you saw in one of the slides, mentorships for the students. We do this now with what we call co-op programs with companies.
“So I think from a policy perspective, I'll be quite shocked when I read the report if we're envisioning anything that is different than what we currently have as policy. If the report suggests we change the policy, then that's a different discussion, I think.”

Professor Lieberwitz: “I have to commend you, the report, not only because I helped to write it, but because we were very, very specific, as well as I think quite expansive in our analysis of the issues of conflicts of interest, of university independence, and I think that we can all agree on those principles; but then in terms of the actual operationalizing of this with the clear intent that you have here to increase commercialization, there is going to be a difference in scale. So I do hope you look at it closely.”

Provost Fuchs: “Yes I will.”

Dean Huttenlocher: “If I could speak to just one piece of that, I think conflict of interest is an incredibly important thing to manage in a very open way. The university, since 2005, has been doing a lot to become much more explicit and open about faculty conflicts of both time and of interest. I think that's extremely important for all of us.

“And the New York campus, where we envision substantially more corporate interactions, as you suggest, it's going to be even more important to have and potentially refine some of those practices. Those are policy issues. They're how we achieve the policy goals of being certain that we are very careful and public.

“The light of day is, in my view, the only way to deal with even apparent conflict. When people say "there's no conflict because," that always makes me nervous. I think it should be out there and be open and be there for people to assess, so that will be an important piece of things; but I think in many disciplines, both here in Ithaca and in the New York campus, doing the best research actually often requires working with industry.

“And so the notion that somehow academic freedom and industry collaboration are antithetical I think is not true across all disciplines, and that's why I think this notion of having open management is what's very important and recognizing there are conflicts in all kinds of things that we do.”

Speaker Beer: “Professor Stein, and the gentleman behind him.”

Emeritus Peter Stein, Physics Department: “I have a concern that I'm surprised that no one has raised before, so maybe it has no great importance, but it's complementary to what Abby brought up. Abby was concerned about will this thing interact with the humanities. Somehow this is a zero-sum game of some sort and because more energy is going into the scientific thing, less may go to humanities on the campus; but I have another concern, which is sort of the opposite of that.
“In what sense does this compete with the same activities on the Ithaca campus? You say there's a bright line, that none of the resources of the Ithaca campus will go into this. And I'm sure that's true in some kind of accounting way, but with philanthropy, boy, it's a zero-sum game when you got a philanthropist that gives you money for one project. That money doesn't go to another project.

“Now, you could always argue, of course, that no, going to this project makes people more excited and so they'll give more money and so in fact it won't be a conflict, but there's no way of assessing that. It's very hard for me to believe, from a loyal giver like the gentleman whose name I have forgotten from the Atlantic corporation to -- $350 million to one front must mean in some sense that he might have given that money or some fraction of that money to a project on the Ithaca campus. That concerns me. That's number one.

“Number two is I'm thinking of whether, if I were offered the choice 50 years ago of coming to this backwater in Ithaca, New York, and teaching undergraduate courses and, in addition, possibly doing some research also and maybe teaching some graduate students, if I could attract them; or going to live in New York City where there were no undergraduates and there was a supply of technical capabilities and hungry graduate students, I think I just might have opted to take that one instead of this one.

(LAUGHTER)

“There are those who like the rural setting, but there are also those who don't. And I know in a lot of recruiting that I've been through, the relative isolation of Ithaca has been a problem in recruiting people. And so it seems to me that in these particular areas that we do both on this campus and we'll do there, it may result in a diminution of the quality of the people that are doing that kind of work. So that's the concern I have. I'm sorry it took me so long to explain it.”

Dean Huttenlocher: “So can I preemptively say I'll talk about the faculty one and Kent will talk about the fundraising one?”

Provost Fuchs: “Talk about both. Peter, I actually disagree about the zero-sum game, and actually what you are saying is it applies to both. I don't think it's zero-sum for faculty, I don't think it's zero-sum for philanthropy. And you would have to ask Mr. Feeney if he was intending or would have given $350 million to Cornell.

“I know the history of the foundation. They have been very generous to Cornell. Mr. Feeney has given $1 billion to Cornell. Most of us don't know that, because there's nothing named in his honor. He's had a spectacular impact, north campus, west campus, et cetera, but I don't believe it's zero-sum.
“I think what you would have to do, since I'm not an expert on philanthropy and most of us aren't here, is you would want to talk to those that are. So you would want to talk to Vice President Charlie Phlegar and others. Charlie Phlegar believes fundamentally that because of this new stage we are on -- we, here in this room are now on, the goals that we had for our campaign are going to be way too low. And we're not talking about money to the new campus. We are talking about here in this campus, so you got to talk to him.

“In terms of faculty, I don't think it's zero-sum either. I really am not worried that all of us are going to move down there or that nobody's going to come here because they could have been there. Our competition is not with ourselves. Our competition was with the rest of the world, and if we believe that the way we maintain being one of the world's universities is to stay as we are in terms of physical geography, I just don't think that's going to let us compete with our peers.

“And so I just think we have to -- we're competing with urban campuses; and therefore, I think we need an urban presence and the rural presence. I just think -- there's no plan currently for us to grow beyond the 1,500 faculty in Ithaca. My goal with this economic downturn is to keep it from shrinking.

“And we have faculty renewal or we're hiring a bunch of faculty in advance of retirements, and we are putting all our resources there in Ithaca; but it really is, I believe, a way to build the excellence of our faculty and do it through a new initiative that doesn't impact us.”

Speaker Beer: “I think we have time for one last question. The gentleman in the –“

Professor Shawkat Toorawa, Near Eastern Studies. “Thank you for the presentation. I have one question and one comment. The comment is I'm glad that your attention is being redirected to this campus thanks to the appointment of leadership for over there, because we need attention.

“I read in "The Cornell Daily Sun" today -- I assume it's true -- that eleven languages are once again threatened or may be threatened. Although you have presented and spoken about this, I think it's fair to say although as individuals, no humanist feels like the world -- the sky is falling, but I think the state of the humanities -- the fate and state of the humanities cannot be offset by -- I'm overstating, but by a song and dance about a $66 million building.

“I think we need to pay serious attention to whether we could deliver product as a world-class university, and this may be a welcome and a lovely distraction, but it's still a distraction, so your attention and the attention of others would be welcome.
“My second thing is not related to what I just said, so I'm curious about this whole Technion thing. I'm not competent to pronounce on whether they are a good or bad partner, but I did notice that no one knew about them for quite a long time.

“There was a gag rule -- I’m on the FPC and I know I was not permitted to talk about it, but that does not seem to be related to the overtures made by Technion or by us to them, and I’m curious. I remember reading in the "Cornell Chronicle" the trustees ratified the bid. There was an article about how the trustees had a big meeting and no mention was made in this article of Technion.

“Four days later, there's an article about Technion, but no mention about it in the article with the trustees. Presumably, it was not kept from the trustees. It was kept from the senate, it was kept from the FPC. I can only assume it was not kept from CAPP, but I inquired and I couldn't find out.

“So I guess the larger issue is the issue of secrecy, which is not one I usually associate with anything except tenure, right, for reasons that are obvious, at a university, I mean. The workings should be transparent.

“The second is the timeline. I think it's been kept from us, and I would be interested in hearing how this proceeded. I know we now have to dot the I’s and cross the T’s because things have to jump through those hoops. There's no choice; but beforehand, no one seems to have been governed by the kinds -- not no one, but I mean I wish I had known that overtures had been made to an institution and I wish the faculty had been informed.

“Now, perhaps it was, but if so, my question is what group was aware of this so it could somehow provide a level of advice or vetting or whatever, critique. Thanks.”

Provost Fuchs: “So Shawkat, let me take the first one, which is about my attention. It's not always good to get the attention of the provost. Usually not a good thing, but thank you for suggesting I should spend more time here in Ithaca.

“So you should know -- I just point out a couple things. We have hired a bunch of faculty this past year. Most of that hiring was in the humanities. That's probably the biggest investment you can make, because that's about the future of the institution.

“You brought up the issue of the languages, eleven languages. The federal government cut the function of those languages a year ago. We took what meager resources I had and put them there to continue them. I put in 90% of the costs the federal government cut. The vice provost for International Programs put in the other 10%, with the hope that the federal government would change its mind.

“It appears now there's no hope. So we have to decide -- I think this is a great thing for the faculty to decide what do we do with our resources. We have resources. Most of those resources I would tie to faculty positions and how do we allocate those.
“And the way I get resources is by taxing the colleges, literally. I tax the colleges, and I do that, and I can do it more, but I know where that money comes from. It comes from faculty positions. We are done laying off staff. We are 10% smaller than when I started as provost with the staff, so all the current taxing that takes place is faculty, as far as I can tell, but I will do that.

“We are taking $20 million out of the budget this year to finalize the structural deficit, $20 million that we'll distribute across all the colleges and schools and some of the vice presidents, but then we'll be done with the cuts, but those are really painful. This is the fourth year of budget cuts that I've had to implement.

“So the question is, as we are cutting $20 million, and I have this tax of the colleges, then we are getting hit with a bunch of other things. I could enumerate not just languages, but other things where resources are going away. What do we do? "Great debate for faculty, and I would love to engage in that, because it's not the case there's a pot of money sitting there. There's no pot of money, so it's a matter what we do. We could do almost anything we decide to do as an institution, but we cannot do everything we decide that we want to do, so we have to decide a few things and we can just do them.

“In terms of the Technion, you should understand, all of you, that we are on a monthly basis signing MOUs and engaging in partnerships, engaging across multiple colleges, with multiple universities. We have hundreds of these engagements that are very, very meaningful; everything from research to student exchanges to people spending time here just across the board, degrees, all kinds of things.

“And we do this all the time. And if the senate would like to discuss each of those -- I'm not engaged in almost any of those -- I think that's a discussion to be had, and they're meaningful. I give the example of the King Abdullah University of Science and Technology did not come to the senate, does involve more than one college and is very, very meaningful, very important. And the senate should decide if it wants to be engaged in those.

“So this was one of those examples, probably at a level of visibility on purpose, and that's a point I want to make that supersedes anything else, including even the Qatar engagement where we have a campus that draws attention. And I think it's great that it does and causes us to debate the process as well as the actual engagement.

“So the secrecy was tied to our desire to win the competition, and it was in all areas, whether it was the gift which we kept secret or whether it was the look of the buildings, whether it was any aspect of it, our plan, we just -- use the word brutal again, not letting it leak out, because it's a competition, just like you would not want a proposal that you
were submitting to some foundation to go to your competitors in terms of what you thought was a critical part of that proposal.

“And the Technion engagement, we felt, was one of a handful of critical advantages we had in this process of winning that competition, just like the gift was; and a few other things, the hub structure, for example, which we just brutally kept secret.

“So then we released them with big public fanfare. That last week before October 28th, when everything shut down and we legally could not say anything more, we had a whole cadence of things we pushed out to the "New York Times" and to the web site purposefully, with people getting on the national news, et cetera, to drive the opinion of one person, basically, Mayer Bloomberg, and all the people that might possibly influence him.

“And then behind the scenes was all kind of meetings and attempts to influence opinion that I'm not used to doing, but it was crafted masterfully to influence that whole process. So that describes it, but I would insist -- and I think that you all should take advantage of what I'm offering -- and that is now you have what Dan called the framework. I would encourage you to engage and talk about what it means to have this new campus.

“In some sense, I have pushed and driven and insisted that we would compete. I firmly believe that Cornell is the one university in the world that should lead and win that, and that the Technion will be an intellectual peer, a contributor -- I've heard nobody debate that. I'm willing to debate it, if you want to -- and that our students and faculty will benefit from.

“And now all the details, which are the realm of the faculty in terms of the teaching and areas of scholarship, work on them. I think it's the important time to grab that and move forward. Okay. Thank you.”

(APPLAUSE)

Speaker Beer: “I am afraid we have –“

Provost Fuchs: “Invite me back.”

Professor Elizabeth Sanders, Government Department: Could I just say something? [Inaudible] it is a legitimation of the occupation.

“One thing that Cornell could do to somewhat mitigate that enormous problem, which doesn't fit the mission of being a modern university for addressing and changing world problems to the contrary; but since Technion is a part of the Israeli government that
rules over a large number of people that are not really a part of a polity there, you could insist that Technion make all these spaces that it gets for its students open to Palestinians in the occupied territories.”

Speaker Beer: “Thank you, Professor Sanders. We'll now proceed to the next item on the agenda, which is a report from the Nomination and Elections Committee. Thank you very much, Provost Fuchs.”

6. **REPORT FROM NOMINATIONS & ELECTIONS COMMITTEE**

Associate Dean Fred Gouldin: “Thank you very much, Steve. I will try to make my report very brief. There are only three items. First, Professor Frank Rossi of the College of Agriculture and Life Sciences has agreed to chair the Faculty Advisory Committee on Athletics and Physical Education.

“Paula Cohen, the College of Veterinary Medicine, will be serving a term on the Educational Policy Committee. And finally, Michael Fontaine of the College of Arts and Sciences will be serving a term on the Financial Policies Committee. So that's my quick and brief report. Thank you very much.”

Speaker Beer: “Thank you. It's appropriate for the senate to receive the report without objection.

“Thank you very much, Dean Gouldin. It is now within one minute of our scheduled adjournment. We could take that one minute for any other comments. Professor -- sorry. In the yellow sweater. Sorry.”

Professor Vicki Meyers-Wallen, Veterinary Medicine: “Can you tell us who are the candidates for the position of dean of the faculty?”

Speaker Beer: “Dean Fry, would you like to address that with the microphone, please?”

Dean Fry: “I think we'll know the slate of candidates within the next couple of weeks.”

Provost Fuchs: Are you a candidate?”

Dean Fry: “I am not.”

Speaker Beer: “Thank you. Any other burning questions? We could occupy 30 seconds with one. If not, then the senate is adjourned.”

(MEETING ADJOURNED.)

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