

**Minutes of a Meeting
of the Faculty Senate
September 14, 2011**

1. CALL TO ORDER

Dean William Fry: "I would like to call the Senate to order. I am not Steve Beer, the speaker. Rather I'm Bill Fry, Dean of Faculty. I want to report to you that Steve Beer has accepted another two-year term as speaker of the senate. The UFC approved that during the summer."

(APPLAUSE)

"Steve's arm didn't break as fast as some others, so we have Steve. So with that, Steve, I'll turn the meeting over to you."

Speaker Steve Beer: "Thank you very much, Bill. I am very pleased to be here and hope that I can serve you adequately at least. One of my duties is to ask you to turn off all cell phones or silence them and announce that there will be no audio or video recording of the proceedings.

"Ask further that persons wishing to speak, please raise your hand and be recognized, and then wait for a roving microphone to be brought to you before you speak; so that when you speak, everyone in the room can hear you.

"We have one Good and Welfare speaker, Professor Howard Howland, who will speak toward the end of the meeting.

"At this point, I would like to call for the approval of the minutes of the past meeting in May 2011. Any objection to approving the minutes of the faculty senate meeting held in May 2011?

"Seeing none, we'll approve the minutes by unanimous consent.

"And now, Dean Fry has a brief report."

2. DEAN OF FACULTY REPORT

Dean Fry: "Thank you, Steve. My report will be extremely short, because we have a really jam-packed meeting, and I just wanted to tell you that the summer was really busy with a lot of activity on the New York City proposal, and Tom Cleland and Provost Fuchs will describe that to us during this meeting.

“Also wanted to bring your attention to a memorial service for Walter Lynn, previous ombudsman at the University and previous dean of faculty and senior professor in Engineering. That will be on Saturday, 24th of September, at 2:00 p.m.

“You are also aware that in response to a resolution from the Senate, the University purchased a license to use Turnitin. Should you want to use it, there are several training sessions, and I urge you to avail yourselves of those training sessions, if you wish. The information for those training sessions is available on a link in the letter that I sent to all faculty a couple weeks ago.

“I want to announce also that there is a faculty lunch continuing this year in the Regent Lounge of the Statler Hotel. And I would also make a pitch; the report from Nominations and Elections Committee is going to be really impressive, because there are many, many faculty that have agreed to serve on faculty committees.

“Nonetheless, it's really a challenge for the Nominations and Elections Committee to cajole faculty to serving on these important committees, so if you know colleagues who want to serve on committees, let us know or urge them to volunteer when the call for volunteers comes out later this semester.

“Finally, it's very helpful to the University for you to respond in a timely manner to calls for textbook lists. That's become more onerous, as described in the letter to you earlier, but please respond to those in a timely fashion.

“Then finally, there's a lot of information on the university faculty web site. The agenda for this meeting, the background information for these meetings and many other kinds of information are available on that web site, so I would urge you to visit that site if you have questions. That concludes my report.”

Speaker Beer: “Thanks very much, Bill. I would like to call on Associate Dean of the Faculty Fred Gouldin for report on Nominations and Elections Committee.”

3. [REPORT](#) FOR NOMINATIONS & ELECTIONS COMMITTEE

Associate Dean Fred Gouldin: “Thank you very much. So Dean Fry has already set the stage by saying that nominations and elections has worked very hard over the summer. And indeed they have, so what I'm going to do is just present two overheads with names of the people that are recommended to the Senate by Elections and Nominations, and then ask you to vote on all of the names with one vote.

"So again, it's on the agenda. I don't really have time to go through, but Educational Policy, the Faculty Advisory Board on Information Technologies, Faculty Advisory Committee on Tenure Appointment, Local Advisory Committee, Lectures Committee and the Library Board. Steve, go to the next one.

"Nominations and Elections, it's been a busy committee, so we need more people. Public Safety Advisory Committee, Senate at Large, Sexual Harassment. Speaker of the Faculty, and Steve Beer has agreed to serve another term. University Assembly, University Conflicts Committee, University Faculty Committee, UFC; and finally the University Hearing Board.

"So with that rapid-fire coverage, I would ask you to use your clickers and to vote yea or nay. Please go to this link for a complete report."
http://www.theuniversityfaculty.cornell.edu/meetings/agendas_minutes/11_12/091411/N&ERPT.pdf

Speaker Beer: "Okay. Senators should have clickers, these little instruments. The first thing you do with it is turn it on. And to vote yea is you push button A. If you are voting nay, you push button B. If you wish to formally abstain, push button C.

"Our technical advisor is about to activate the clicking system, so just hold your clicks for a moment.

(LAUGHTER)

"Okay, so clicking is now in order. A to approve the report, B to disapprove it, C to abstain from an opinion on the report. And looks like we're clicking along. I see the results, overwhelmingly approved, with a few abstentions."

Associate Dean Gouldin: "I just want to say again, my personal thanks, and thanks for the hard work of the people on Elections and Nominations. Thank you."

Speaker Beer: "So we'll move on to the next item, and this will be presented by Professor Tom Cleland, representing the Committee of Academic Programs and Policies."

4. RESOLUTION TO ENABLE THE JGSM TO USE THE TITLE "CLINICAL PROFESSOR"

Professor Thom Cleland, Department of Psychology: "Thank you. Thom Cleland, Department of Psychology, but I'm here on behalf of the Committee on Academic Programs and Policies. So the first thing I would like to bring up, actually the following

two items are with respect to the clinical professor legislation that was passed by this body in September of 2002. Colleges are beginning to implement it within further use, and CAPP has one completed and analyzed proposals report and then one that's just beginning its review period. So the first -- can we make the results chart go away, Steve?

"Thank you. This is just a brief summary of what CAPP does so you will understand clearly what I'm saying to you. When a college proposes to use the clinical professor title, it comes to us, it goes out for a review period, public review of at least 60 days, after which we assemble any comments that came in and judge it in the CAPP committee.

"If we determine it meets the requirement of the enabling legislation, then we submit it to the senate as such. It's not exactly our role to judge the merits, per se, but we cannot help ourselves sometimes in making statements about that.

"So this is just a real quick summary for those of you who haven't seen the proposal or who forgot it, because it was initiated December of last year and went through CAPP in the spring. The gist of it is that the business school -- Johnson School of Management is interested, of course, in recruiting business leaders as teaching faculty, for professional school. And as they said in their proposal, peer schools have increasingly used this title. In fact, there are very few other than Cornell that lack a clinical professor title, and these issues are increasingly important in recruiting people who come from positions of Chief Executive Officer, Chief Financial Officer and are not necessarily thrilled with becoming then lecturers.

"Their jobs are distinct from tenure track faculty in the proposal in that they will primarily have teaching and related responsibilities such as advising and practica. Requirements may include a Ph.D. -- but does not necessarily. But they are expected to have had great achievement in the practical world, if they don't have a Ph.D., such as positions of chief executive, financial or medical officers, depending on the nature of the business at hand, and to have significant external impact. The positions of lecturer and senior lecturer would be retained in this.

"So this you have, I believe, if you picked up the actual formal proposal, which I just have up here. I don't think I'll read it to you, but this is it. The main points are that procedures been followed, the legislation exists, the Johnson School is taking advantage of that. It was publicized more than 60 days ago, CAPP has no concerns about the mechanism or the proposal itself and is happy to recommend it to the Senate for passage.

"If you have any questions, we have some representatives of the Johnson School here to take them."

Speaker Beer: "Brief questions?"

Professor Cleland: "So Sachin Gupta or Douglas Stayman?"

Senator Abby Cohn, Linguistics: "So in reading the proposal and making the comparison with the addendum, I just wanted to clarify that the proposal is only to have clinical professor and not also assistant and associate clinical professor, in which case in a way it sort of becomes super-senior lecturer or something. The internal career path, if someone became eligible would be lecturer, senior lecturer and, if they met the criteria, potentially clinical professor?"

Professor Cleland: "Under the enabling legislation, they would have access to assistant clinical professor, associate clinical professor. Let me ask Sessioner Doug, is that your intention to use -- okay, it is the intention of the Johnson School to only use title as full clinical professor."

Speaker Beer: "Any further questions? If not, we can have debate. Anyone wishing to speak in favor of this proposal? We could have debate for just a few moments. Anyone wishing to speak in opposition to the proposal?"

"Seeing none seems like we are ready for the question. Could I ask our technical advisor to please come get the clicker going for us again. Keep in mind the resolution that was on the bottom of that slide, that's what you are going to be clicking for. Now you see why I ask for our technical advisor to take care of this.

"There's the resolution.

- *WHEREAS the Clinical Professor title is available at Cornell, per Faculty Senate legislation of September 2002, and*
- *WHEREAS the Johnson Graduate School of Management (JGSM) has proposed to utilize this title, and*
- *WHEREAS the proposal was publicized more than 60 days ago;*
- *THEREFORE, be it resolved that the title Clinical Professor be available to the JGSM in accordance with their revised proposal of 16 December 2010.*

"Okay. So A, if you are in favor; B, if you are opposed; C, if you abstain.

"You all clicked? Okay, can we view the results?"

"The resolution passes overwhelmingly with several nays and several abstentions. So now the Johnson School has clinical professors. Professor Cleland, your next up?"

5. NOTICE OF THE INTENTION OF THE VETERINARY COLLEGE TO USE THE TITLE "CLINICAL PROFESSOR" (NO VOTE) - PROPOSAL

Professor Cleland: "So my next slide is about a similar issue. The School of Veterinary Medicine is also proposing to begin utilizing the clinical professor title. This is the first - CAPP received this notification a couple months ago, during the summer. And not feeling the summer was an appropriate time for the 60-day comment period, we are initiating it as of now.

"So this is the announcement. I am going to give you a couple slides worth of high points just to understand what the Veterinary College intends to do, and these are all drawn from their proposal. The full proposal should be available to you on the University Faculty Committee website and Academic Programs and Policies solicits any input you might have on it.

"So again, the gist of the clinical professor title is largely less focused on research and more upon practical applications in the context of the Vet College. This refers to clinical and diagnostic service to the animal hospital and teaching of these practical techniques to veterinary college students. In accordance with the enabling legislation, the limit of clinical faculty members compared to tenure track faculty members in numbers is 25%.

"And for any concerns about the impact on numbers, the first impact will be in a redistribution of titles among the existing non-tenure track faculty, anticipating that some people, senior lecturers of considerable impact and accomplishments, will become appointed as clinical professors and will not result in adjustments either to the tenure track faculty or to the total distribution of non-tenure track faculty.

"I can take any quick questions; but at large, I encourage you to read the proposal if you have concerns or questions about it, and you will see us here again in 60 days."

Speaker Beer: "Okay there being no questions, perhaps we can go on to the third issue that Professor Cleland is bringing to us today."

6. NAME CHANGE FOR THE GRADUATE FIELD OF "IMMUNOLOGY" TO "IMMUNOLOGY AND INFECTIOUS DISEASE"

Professor Cleland: "It has been a busy summer for Academic Programs and Policies. So this is a proposal which I guess will require an approval vote for a name change for

the graduate field of immunology into -- the new name being proposed to be immunology and infectious disease.

"The main motivation for this is because there are a number of faculty on campus who work in infectious disease in animals, but not with the immune response per se; and hence, in the interest of increasing the field to encompass more faculty that really share a common interest, aside from that particular splitting of hairs, the field of immunology is proposed to grow itself by this new name.

"It was approved unanimously by voting members to expand the scope, and 15 of 18 to adopt the specific name. And notably, 14 additional faculty members not currently in the field, but who wish to be in the field, once the scope is expanded, have also approved this.

"I will direct any questions about the details of the proposal to Professor Ted Clark, who is the director of graduate studies for the field of immunology."

Speaker Beer: "Any questions for Professor Clark or Professor Cleland? Seeing none, you have done very well. Thank you."

"Okay, so it appears now that we will hear from Senior Vice Provost Seeber -- I'm sorry. We'll hear from Provost Ken Fuchs on the issue of the New York City program. Well, the fourth issue by Professor Cleland."

7. NYC INITIATIVE: INTRODUCED BY THOM CLELAND (CAPP), WITH A PRESENTATION BY PROVOST KENT FUCHS

Professor Cleland: "Okay, so I think this is the major issue of the day. I will not take up too much of your time, because Provost Fuchs has the juicy details, but I wanted to tell you what CAPP's role has been in this to date.

"So those of you who aren't familiar with this, this began last December when the government of New York City issued a request for expressions of interest to set up an Applied Sciences and Engineering campus within New York City and invited universities worldwide to apply. And it notably includes Stanford, Cornell and a large number of other universities which, of course, Kent will tell you to much greater detail than I.

"Where we are right now with this is that Cornell responded last March to the request for expressions of interest, which is essentially we are interested and we have a serious proposal in the works. The request for proposals, the more formal requirement request

by New York City for submissions, came out in July. And right now we are heading onto the deadline of Cornell's response to that request for proposals, a much more detailed presentation and set of plans, which is what Kent's going to talk to you about today.

"We anticipate there will be a number of negotiations after the proposals are taken in, and New York City claims to be making its final decision sometime in December of this year. So it's an extremely compressed time scale for a project of this magnitude.

"Academic Programs and Policies was asked by the Provost early this year, in March, to step in, in-lieu of an ad hoc committee because we are cross-college and concerned with academic programs and policies to be an initial faculty advisory committee to the administrators working on the development.

"I will point out we are far from the only faculty outside the administration involved with this now. There are a number of faculty committees from the Engineering School, the faculty of Computing and Information Sciences and those other core schools that share the interests and links to the science and engineering campus proposal who are developing the actual structures, policies and research hubs. You will see why I call them that in a moment, for the new campus, which you'll hear about from Kent momentarily.

"What we have done so far is to really act to judge or to raise questions or compare different models for faculty governance for how the structure, the academic structure of the campus will be addressing concerns and possible mitigating methods for departmental cohesion, should departments be located both at Ithaca and at New York City, as is the favored plan at this moment, issues of research efficacy, instruction and such like that.

"We have produced a report, which I will tell you in a moment how to take a look at it, but what it emphasized that as part of the broader faculty input of this proposal, CAPP is another place for you to send comments, particularly on the document that we just gave to Ken Fuchs as far as what you think some of the problems, the concerns, the strengths and weaknesses of different approaches might be to the different possible plans for Cornell's proposal to New York City. So I and my committee also welcome input from you, which will be bundled up in a revision of this report and given to the provost at a later date.

"The other thing that we have done is on behalf of the Senate, we've requested that some of the critical information be made available to you, to the Senate, and specifically

in written form. The request for proposals itself is public information and is or will be up on the faculty web site, the University Faculty Committee web site.

“Until October 28th, however, Cornell's responses are sensitive, for competitive reasons. So after talking a bit with the administration about this, Kent has agreed to put the Cornell's response to the initial request for expressions of interest and a slide show comparable to the one I expect you will be seeing momentarily, they will be made available in the Dean of Faculty's office. So it can't be electronic at this stage, lest it leave campus in an unfortunate way; but it is available to senators, if you go to the university faculty's office and request to see the materials.

“Also among them are Cornell's initial response, the presentation that I referred to, and also CAPP's report, which has some sensitive information to it; so until October 28th, it is also available in the dean's office. And with that, I think I will -- if you have no particular questions about the role of CAPP in this, let me hand this over to Provost Fuchs.

“Anything for me? Thanks.”

Speaker Beer: “Very good, thank you.”

Provost Kent Fuchs: “So I'm starting with a video from yesterday, and this may not work. If it doesn't work, I'll go right to my exciting PowerPoint; but this is, as you can read, John Hennessy, Stanford's president. When I show my PowerPoint, Stanford is one of the universities that are also responding to this. So if the audio is on and my video works, we'll listen to two minutes and 30 seconds of John Hennessy. It's a six-minute interview on CNBC yesterday. Are we ready?

“And this may very well not work --
(VIDEO ...)

President John Hennessy: “We think about electric vehicles as a really viable alternative, cheaper, more efficient alternative than gas-power vehicles.”

Unidentified Speaker: “Silicon Valley has become really the standard to which everyone is trying to rise to, whether it's New York City or Russia, frankly, with the project happening right outside of Moscow, they want to be the next Silicon Valley. So tell us about the mayor's call to action to bring Silicon Valley to New York City. Is it probable?”

President Hennessy: "I think the mayor certainly has great vision about what can be done here. Our view is that we want the next major innovation center to be built in the USA. From Stanford's viewpoint, New York is the place to do this, because in the end, it's about attracting people to a place they want to live, they want to study, they want to work, and we think New York has that.

"It is possibly the only place that has some of the attractiveness that Silicon Valley has. It's a different kind of setting, urban setting, but its cultural aspects, all the kind of tremendous things that are in the city make it attractive to people from around the world; because remember, we are importing talent from around the world in order to build something like Silicon Valley."

CNBC Speaker: "Can we do that, though, with the current immigration trade laws that we talk about? Because isn't that an issue? The geniuses going to Stanford, going to NYU, all these other fantastic schools, then they go back home and they start companies."

President Hennessey: "Well, I think visa reform should be a national priority, and certainly we've talked to President Obama about that and the importance of that, and I think there's uniform agreement between the academic side and industry about the importance of that.

"We have to keep working on it. Obviously, given the unemployment numbers, it's a tough road to hoe to convince people, but it's critical. I think we can keep the people, if we have great opportunities for them. The reason some people are going back to India or China, they see the opportunities there are as good or possibly better than they see in the U.S. We have to keep those opportunities here great so we can teach that talent here."

CNBC Speaker: "That is a great point. So what is it about Stanford, what is it about Silicon Valley that's attracted so many smart people who have that entrepreneurial spirit? I mean, would they go to Moscow in Russia or New York City? What does New York need to do to get that talent?"

President Hennessy: "Well, I think it's a question of having the role models out there first. We attract students who want to be the next Larry Page, the next Jerry Yang, the next David Packard. That's what they think of as a role model.

"So it's getting that, it's teaching about entrepreneurship, so you increase the success rate that's -- it's about research, because you take Google. Google was a fundamental

discovery of how to do search better, and it was a research project that started unrelated to Internet search. Didn't start as Internet search. Started out as a digital library project. That kind of serendipity is what we need."

CNBC SPEAKER: "Now talk about the money supporting that, federal research at university --."

Provost Fuchs: "So it goes on. A very irritating interview."

(LAUGHTER)

"So I will spare you the other four minutes, but let me start. This slide -- Stanford has a very similar slide. This one, though, is ours. This shows the south end of Roosevelt Island, just south -- there's a hospital there now on the south end. FDR Park, which just opened, is just further south, off the screen there, and there's a tram just near that bridge that many of you have probably been on. And this is the bridge that goes from Manhattan to Queens.

"This is what we are proposing; Roosevelt Island will look like 30-plus years from now, if Cornell wins this competition. So let me now back up and repeat a little bit of what Tom said and talk about what Mayor Bloomberg is envisioning, the City is envisioning. You heard some of it from Stanford's president, and I'll talk about how we are envisioning what we propose.

"And remember, this is a 30-year time frame, so not many of you will still be here in 30 years, and we'll all probably be together in Kendall in 30 years if we're lucky; but there is a Phase 1, which is the first ten years, and then what the City describe as a, quote, full build in terms of facilities and also program.

"So in my presentation, we'll focus mainly on this first phase, because that's the part that hopefully we still will all be here at Cornell in the next ten years. So this is the initiative. Mayor Bloomberg has decided that he wants to drive New York City's economy in a new direction, one that is similar, as John Hennessy said, to what Silicon Valley is currently in what he describes as high technology, mainly in the information sciences space; but as you'll see, we're envisioning it as being broader than that.

"I won't repeat all of the dates that Tom showed you, but I do want to tell you a little bit about who else has submitted proposals. In this list, we believe there are three primary competitors, and we are just guessing. One is Stanford. The other is some consortium of current New York City schools with other partners. For example, we know that NYU

is partnering with Carnegie Mellon, but we also know that Columbia is submitting a proposal. And then, in addition to some consortium of New York schools, Stanford, Cornell, when I look at this list.

“We ourselves are still thinking, even though the proposal's due in six or seven weeks, about partnering, and we are in discussions about that; I would be glad to share with any of you on a private basis who we're talking to.

“Our vision of this in terms of addressing what the mayor is thinking about is that we want to accelerate the existing sectors of the city's economy. Remember the mayor's viewing this as not just a great university campus in New York City, but one that drives economic development.

“So accelerating the existing sectors of the city's economy, which you all know is the fine arts, media, finance, medicine, design and other information-intensive industries. Next, drive the formation of new companies through educating graduate students, master's students, professional masters students and Ph.D.s. Also serve as a focal point for the entire ecosystem around this area of technology. So that's our response in terms of what the mayor is envisioning and his office, we just call the Economic Development Corporation for this initiative.

“This is a really important slide that I showed to the trustees last week, and this slide, if we as a campus don't believe at least most of what you see up here, we should not participate in this initiative. I really believe personally that's an implementation of a big piece of Cornell's strategic vision, and I'll conclude my PowerPoint by saying how I believe that in the long run, having a campus on Roosevelt Island will affect all of us, no matter which college we're in, and almost in some sense, no matter what discipline we're in; but it will allow us, from my viewpoint, to have the best of both worlds, an Ithaca campus that has all the wonderful features that attracted us here and the reason that we are faculty in Ithaca, but also an opportunity for now Ithaca having a significant campus also in an urban environment, particularly New York City enhances commercialization of Cornell research, something the trustees tell us we should be doing a better job of all the time, allows us to connect to the medical school more effectively.

“I think it will also help us attract different kinds of faculty, staff and students than are attracted to Ithaca; provides opportunities for most of the university over the long run, and allows us to implement what I would describe as a global strategy, but to do it in a way that is a four-hour bus ride from Ithaca.

"So I'll go through these, then we have at least a half hour for Q&A. This is the only academic portion of what I'm showing you. The others you are going to see buildings, we'll talk about costs and things of that nature, but this is the academic portion. Tom mentioned -- I think you used the word "hub," Tom. We are proposing not that we have branch departments or new departments or new colleges in New York City, but for the purposes of this proposal, we are proposing that there be hubs in terms of the terminology that has an application and attracts faculty from any college or school department that are interested in working in these four hubs.

"Mobility, as you might imagine; trustworthy services -- that's information technology for areas like the finance domain -- technologies for healthier life, a very broad encompassing hub, and then smart technologies for the built physical environment. Those are the four hubs we are proposing, and we are envisioning these as being ones that will change over time. And some will end, some will grow, others will be added, but it will allow the focus of the research and the graduate education that takes place for masters and Ph.D. to be around these different domains.

"Although it doesn't say it here that we are envisioning that there will actually be faculty that are hired onto that campus, and that's the reason that CAPP is engaged here particularly, to help us think about what those appointments should be, because there won't be departments there. They have to have appointments back here in Ithaca and be actually hired by us here in Ithaca, and that there will also be faculty obviously from here that will be engaged down there, as well as grad students from here; and lastly, even undergrads that will spend some time.

"This is not envisioned at all from our viewpoint as an undergraduate program with degrees or students that are admitted to this campus, but students will have the opportunity to do internships and engage in what's going on there, but there will be full-time masters and full-time Ph.D. students, a significant professional masters degree program, as part of the business model.

"I should say we know from other institutions that they are all proposing something quite different. So far, what we have heard from Stanford is they are proposing branch departments from their campus. Some universities are proposing an undergrad program, which we are not.

"I won't talk a lot about the facility, except to say that what we put there is important in terms of flexibility of its use for this campus as the Ithaca campus utilizing what's there;

and for those that are there, making flexible use of the site. We have the opportunity of creating a new campus.

“There are ten acres that are being proposed by the City for the site that we've chosen. They propose two others: One is Governor's Island and the other is Brooklyn Naval Yard, and we decided not to pursue those but pursue the Roosevelt Island site. That site has ten acres that will be available, which is an amazing amount of land in New York City. All of it would be available to Cornell and would have a 99-year lease with an option for a very nominal price to purchase it for permanently after that.

“So this is, for those of you that have not been to Roosevelt Island -- and many people actually from the city have actually never been there -- it is very close to the medical school on the East River. And this is the medical school, this is United Nations down there, this is the ten-acre site with the tram. The F train as well comes across here, with one stop in Manhattan, a stop in Queens, then the bridge goes over it; but you can actually get back on it if you want to go to Queens, but not to Manhattan driving, but it has good accessibility from -- and the ten acres are right in here, from Manhattan, which Governor's Island and the Brooklyn Naval Yard did not offer.

“This drives a lot of what we have to propose in terms of just the facilities, and a big piece of this proposal is the fact that we will utilize all ten acres. We don't want to share the site with some other university. We want to claim it for Cornell. We have to propose a facility that begins with or facilities that are total of 250,000 gross square feet, so to give you a comparable image, that's roughly the same as Weill Hall, which we constructed a few years ago. Then over a period of 30 years, that has to grow to a minimum of 1 million square feet, and that was that full build I showed you and I'll show you again in a moment.

“Not all of that space that you propose has to be for academic purposes or research purposes. Some of it can be for third party individuals, and we are actually including third parties in this proposal, as I'll show you, for housing for the students and the faculty that will be at this site, and a conference center as well. And as I've said, we want this to be very, very flexible for permanent uses and too many decades of the future.

“This is a cartoon. These things don't mean much to me, but we've engaged architects, as we have to, as part of this design process, and this actually is in this case the housing that will be proposed for Phase 1, the first ten years, the academic building is here. The conference center is here, and we're actually proposing also a public school that will be part of this on Roosevelt Island.

“So that is what I showed you before, that same full build, 30-some years from now, when we all go see it, if we win this and it comes to fruition. The budget model is Phase 1, which is the first ten years; President Skorton has said there will be no more external debt. We will not grow the debt of the institution, and I think many of you have heard him say that. So the first phase has to rely fully on fundraising for the facilities. And then the budget model for operations, the faculty salaries, all aspects of the operation have to come in through tuition and research grants. Research grants for the research that takes place will be a big part of the budget as well, but the facilities part has to be relying on fundraising.

“And the extent of that is several hundred million dollars total over the ten years of that first phase. And we're working with these third party vendors, as I said, to have housing, a conference center and hopefully even a public school, but to keep those off what Cornell calls its balance sheet. In other words, so it doesn't affect our debt. So these other institutions, companies would provide the capital and implement those facilities.

“I will end with two slides, before we open it up to Q&A. If you are asked why should Cornell win this competition, there are two reasons that I have: One is excellence of the institution, of the programs, of the faculty, you all, of our track record in areas such as starting a new campus and Cutter through the medical school, and our amazing connection to New York City itself.

“And that is the second reason, and that's the commitment to New York City. John Hennessy can talk about Silicon Valley, but he can't talk about 50,000 alumni in New York City or 5,000 employees, which the institution, which Cornell has already in New York City.

“And from my viewpoint, the city -- and this is what makes me excited about this initiative -- is the city, for almost all of us, is an important part of the future of our departments, our colleges, our schools, and I'm convinced personally that over time that connection just has to grow. And this gives us an opportunity that a year ago none of us were thinking about at this scale or in terms of what the mayor has proposed, but yet it gives us an opportunity to accelerate what I believe would be inevitable for us over the next 30 or so years.

“And privately, in any discussions or in committees, I'm willing to share anything about what we are doing, because -- and there are about 100 individuals working on this. I'm the one that was elected to speak to the senate. So open it up.”

Speaker Beer: "If you don't mind, let me remind the people present here that when you speak, please first raise your hand and wait for the roving microphone to get to you. Then stand, identify yourself as to name and department or other administrative unit, and then state your question for the provost. Okay?"

"Professor Stein?"

Peter Stein, Emeritus Professor of Physics at Cornell: "I have been here more than 50 years. I don't quite get the concept. I know what Silicon Valley is, and what I'm somewhat more familiar with is Route 128 and MIT. And the idea there, which was very successful, was that MIT would be the research center to train the students, and the students would get working on projects, and then they'd run over to 128 and start a little business that came -- in very simple words, that's what it was about.

"And so your reference to Silicon Valley means that you are thinking in those terms here, so I'm trying to figure out exactly what this thing is, how it corresponds to my model of MIT and Route 128, that apparently this is MIT."

Provost Fuchs: "It's Cornell."

Emeritus Stein: "But in that model I have, because we don't have a Route 128, this is MIT and the MIT/Route 128 relationship; but if that's the case, then not only -- it's certainly not too big. It's too small. I can't see this thing growing into a major institution that's like either MIT or Cornell or Stanford or Berkeley or something like that; so I don't quite see how this thing is going to spawn something that has the magnitude of Route 128 or Silicon Valley, so I don't exactly understand the relationship."

Provost Fuchs: "Great question, Peter. So two points. One is -- I think from what you said at the end, you understand this -- the companies that get created, the economic development, it's not on Roosevelt Island most likely. Ten acres is a lot. The site will accommodate 2.8 million square feet of facilities; but certainly, the economic development, all these new companies, the great innovation -- the mayor wants it in New York City, so he's got the five boroughs, but it won't be on Roosevelt Island. It will spread out; particularly Queens and elsewhere.

"Secondly, though, I believe that that is enough land for a university to focus, particularly in this area and actually to do a lot more, so I would disagree. If you don't think that there's capacity there to create -- for there to be enough academic research

and teaching, to have the same impact as Stanford or MIT in the Bay Area or in the Route 128 area, I would disagree, because I think there's plenty of capacity there in terms of just that site.

"So it has to grow to over 100 faculty. Probably saw the slides on the CNBC interview of Stanford's view of over 100 faculty and over 1,000 professional masters students, but I think that's the right scale. That's the same scale as Stanford's current faculty that works in this area. So I think it is enough. Obviously, there's already some activity in this city, but it's not nearly what you would see at those other areas, that activity being primarily Columbia."

Speaker Beer: "Gentleman in the blue-green shirt. You, yes."

Professor Ted Clark, Microbiology and Immunology: "I was curious about the school that you're planning for that site, and what do you have in mind for that? Is that a high school or is that -- what kind of school is it? Is it going to be run by Cornell, by the public school system and so on?"

Provost Fuchs: "So we're in discussions with the Department of Education for New York City. No decision has been made. There's currently a middle school on the island. We envisioned it as being a public school, not a private, but probably what I would call a magnet, slash, charter school around technology. And the City has been fairly successful with some of those schools, and it's a huge priority for the Mayor, so we want to help with education.

"The school that's there, the middle school doesn't have a great reputation. We think it actually could, so we are in discussions with that principal; but if I had to guess now, it's probably a high school, but we haven't decided that, but a public school for sure, yeah. And that's not a definite. I'm telling you -- you are seeing things that we are thinking and talking about and that will hopefully be in this proposal in six or seven weeks."

Professor Clark: "27 Nobel prize winners. That is a lot more than any other place in the world."

Provost Fuchs: "Yeah, but they are not equally -- not all of them are that good. Some are spectacular, some are not."

Professor Lisa Earle, Plant Breeding and Genetics: "I was interested in your comment about fundraising. Could you say something about whom or what you would be

approaching for fundraising and whether some of those people or groups might otherwise be contributing to the Ithaca campus?"

Provost Fuchs: "So certainly the City itself provides a spectacular opportunity for philanthropy. If you doubt that, you would have to just look at how successful the medical school has been. Part of that is because they have grateful patients, but part of it is their location. They have a great advantage in fundraising over what we do here in Ithaca just because of the site. An opportunity to create a new campus and naming it after someone or naming parts of it after someone is just a spectacular fundraising opportunity.

"So the best estimate of our alumni affairs and development is if Cornell wins this, number one, yes, fundraising for the entire university will be significantly greater. Will some donors to the Ithaca campus give to this probably and not to Ithaca? The answer is probably yes, so there would be some impact here, but it wouldn't be that it's a one-to-one. It would give a lot more there.

"So you asked who. I could tell you in private who we are talking to, but I would rather not have it in "The Cornell Sun." "

Speaker Beer: "Gentleman in the second row, center."

Professor Ephraim Garcia, Mechanical and Aerospace Engineering. "I was really impressed with Stanford's 5,000 companies and their track record and making businesses, and how do we stack up against that? And second part of that, how did we pick those four areas to focus on, business development, and do we have a prayer against that kind of a number?"

Provost Fuchs: "I actually think we are going to win this, if you want my bet, but Stanford is full court press-on. You asked about what's our track record in starting companies. Those companies, most of those companies are not from Stanford intellectual property or faculty, but by their alumni. And we have been phenomenally successful in our graduates starting companies, but we don't know what that number is.

"So right now, as we speak, I'm sending people irritating e-mails around the country, which I've never done before, including you all, asking you to tell me how many companies you have started. I have not started any, so I put a zero in, but we're trying to figure that out. We really are. And MIT did the same study. I think we'll be pleasantly surprised how many companies -- some of you all have done that, but primarily the graduates of Cornell. Our graduates are partners in venture capital firms

in Palo Alto, started spectacular companies, and I think we'll be competitive with Stanford's numbers.

"Yeah, we are. When you all turn in your survey, we are going to include -- you should have gotten my e-mails, and three reminders.

(LAUGHTER)

"How did we propose these four hubs? Well, it's the way many of us write our proposals. A group of us sat down and just figured what are we good in and what does the city need, with the understanding is these are very flexible. They change. If we were proposing departments, a new department of something, social mobile media, you all should be worried about that, because departments stay around for 100 years; but these hubs will morph and change, depending on the demand, the opportunities.

"So it was a group of us on a weekend that created those four hubs. It is interesting that that was created back in February, those four hubs, and they are pretty much enduring now through the proposal stage."

Speaker Beer: "Take a question from Professor Earl, and then we'll take several questions from the left side of the room. Professor Cohn first.

Professor Cohn: "So I had two questions about faculty decision-making and governance, and one has to do with this stage and one has to do with the potentially later stage. So Tom talked about CAPP's role, which I appreciated having that clarification, and then Tom mentioned in passing these faculty committees and how they are planning the hubs and so on.

"And I would appreciate knowing a little bit more about what that means and whether these ideas in effect are being driven by those faculty groups or whether the administration is saying hey, why don't you chew on this.

"And then my other question is really a clarification question, which is if I understand correctly, the concept of the hubs, there would be no sort of primary free-standing academic departments there; and so tenure decisions, hiring and all that would continue to be linked to existing or future departments at Cornell -- at the Ithaca campus; is that correct?"

Professor Fuchs: "That is what we are envisioning. I don't think we need more deans, department chairs or provosts on this campus down there in New York City, but that's -

- that latter part is what we've asked CAPP to help us think about, how do the people get tenure, how can they be engaged with the faculty here, how do searches take place, who makes the decision, all those things. And the report is quite extensive, so I would welcome you to look at it.

"The only reason we are not e-mailing it out is it talks a fair amount about these hubs and we have not been too public about that. We would rather not be, until after the proposals are submitted.

"You asked about the groups of faculty that are working, and there are other groups as well. I have a group of grad students that are -- I'm calling a grad student advisory group helping think about this as well.

"There is one group per hub, but they have total freedom to propose whatever they want. It is one where a group of us started with a concept, and that concept is what you can see in Bill Fry's office, what we submitted in the expression of interest. Probably two or three pages per hub we wrote, but total freedom to revise it.

"We have engaged a lot more colleges and schools in the process than we started with, Architecture Art and Planning, CALS, Human Ecology. I am forgetting somebody else, but the faculty -- it has to be a coherent proposal, so we'll have writers that work on the editing; but the concept, there's a lot of freedom. It is a combination of what we want to do, what we think we can deliver on and what we think also the city itself needs, as always, with those proposals. Thank you."

Speaker Beer: "Question from the gentleman on the aisle."

Professor Bruce Lewenstein, Communication: "I am curious; a lot of these issues the hubs bring up raise social issues, ethical issues, in some cases some philosophical issues, so forth. So I'm wondering what the engagement of Humanities and Social Science and faculty would be?"

Provost Fuchs: "So there are three parts to this way I envision it; one, what's in our proposal, our best guess of what we'll work on immediately. And that will be finished the last week of October, what's in that document; but then there's actually what we implement and who gets engaged, because we are not going to list who all's engaged. And I would envision as much opportunity as any of us wants to be engaged in what's happening there, spending time there, summers, on the bus, however we want to be engaged.

"In terms of what we tell the mayor's office, we're focusing on the economic development piece. We are going to create jobs in New York City. So that's really the focus of -- and we'll have to deliver on that, but in terms of how we engage in the arts, in fashion, in media, in this whole -- many of the schools here already have major programs down there, in nutrition, ILR, et cetera. I would see this as building on that and providing new opportunities.

"Then there's the last phase, and that's how it evolves over the next 30 years. That's where I get the most excited, because I see us as having this huge visibility on the campus, whether you're in the United Nations building or whenever you are, you see Cornell there and you see the spectacular opportunity for the people coming before us to be engaged in different kinds of programs in the city.

"And right now we are distributed. We have 15 sites. We've got a few offices rented here, we got a floor here, stuff here, and this gives us this opportunity to have a huge, big presence."

Professor Eric Cheyfitz, English Department.

Provost Fuchs: "I thought you were on sabbatic?"

Professor Cheyfitz: "They made me do this, Kent. I'm here against my will, so I'm going to be even more contentious than I usually am on the UFC."

Provost Fuchs: "I was looking forward to a senate meeting when you were on sabbatic. What's your question?"

Professor Cheyfitz: "This is sort of like the booby trap. I have a couple questions. Like Professor Earl, I'm concerned about, I guess, overextension and then the transfer focus to this project and what that will mean for Ithaca. Since I'm from the humanities, although you did try to answer that question, it was a vague answer, in a way. I don't see --"

Provost Fuchs: "It won't be in the proposal, but it has to be there long-term."

Professor Cheyfitz: "So I worry about that particularly in light of the fact that the humanities are increasingly getting marginalized around the country."

Provost Fuchs: "Not at Cornell. We hired more humanities faculty last year than any other area."

Professor Cheyfitz: "But generally, there's a move towards TAC. This is certainly not a humanities center in New York City; let's put it that way. So those are two concerns.

"The other concern I have has to go to governance as well, and I wondered to what extent this was from the beginning a fait accompli or not. In other words, what kind of faculty review went in initially into saying this is a good idea or not a good idea, or was the idea from the beginning simply we are going to submit a proposal?"

Provost Fuchs: "So in terms of the expression of interest, which is not binding, it means -- some of those universities I know have already dropped out. They told us -- Chicago dropped out, Perdue dropped out. That's what they have told us, so the expression of interest, it was top-down. A lot of discussion, but really top-down; we're going to submit an expression of interest. Short timeline, we had to get it in in March, but now, the trustees may decide not to let us submit this.

"So the trustees have the same question you have, and the reason I'm here is because the proposals being written, so lots of opportunities there. And that's why I said if you didn't buy that one slide where I said this is an implementation of Cornell's vision for the future, then we really shouldn't do that. If we don't think as faculty that Cornell University, the Ithaca part of Cornell University should and will have a major presence in New York City as well as here, I don't think we should do it. I have other things I got to work on. This is killing me.

"If we don't think the city is important to Ithaca's future -- growing important, not just current important -- then we really shouldn't do it, because this is a big deal, not for us so much, but for the people after us.

Professor Tomlan, City and Regional Planning in the College of Architecture Art and Planning: "With alumni in the economic development office of the city and having represented previous mayors in a citywide format with similar economic development initiatives, so what I see of course is a dream that's being played out, in a way. I agree with you completely the idea that the university should decide whether in fact it should go forward with this kind of proposal. Those of us who have been around have discussed in our various colleges how it is that the Ithaca colleges could become more involved.

"So if we fail in this particular instance, is there a forum in which the discussion can continue to begin to make more robust a presence in New York in any number of other capacities? Because at this point, from what I see, as I've seen in New York in many

other instances, there's an opportunity that the mayor would like to project, and we're answering in some respect, as has been suggested, from the top down. I see a problem from the bottom up in the neighborhoods that are going to be affected.

"You have already selected or emphasized Roosevelt Island. There is a long history of controversy in that community about its future. There is less controversy in Governor's Island and so on and so forth, and there is a vast portfolio of underperforming real estate surplus, public property in New York.

"So to my mind, while you're answering, I think, honestly in any number of ways, the broader question of how it is that we develop and New York City develops remains unanswered."

Provost Fuchs: "Let me package it. I think the fundamental question is why respond to this? Why not just do our own? Forget about the mayor. The mayor won't be renewed likely for yet another term; but there are several reasons. One is the mayor's office is offering the ten acres.

"Number two, they are offering \$100 million. I didn't emphasize that. It will mainly go into site development, demolishing the hospital, etc., but it's real money. And thirdly, we are actually convinced Roosevelt Island is a good site. We could debate whether there are other better ten-acre sites we could convince the City to provide, but they are offering only three and, after a lot of discussion, and that's what we are competing with.

"You can propose your own site. The mayor's office is open to universities coming in with their own site. I do not agree that the proposal is top-down. I don't agree with that. The expression of interest was. The proposal is not.

"Does it have to have the support of the provost, the trustees and everyone else to go forward? It does have to have that, because -- and you would want that, but this is something that is about faculty and what we want to be doing in the future.

"You started by asking about opportunities -- if this is not successful, is there an opportunity for us to think as a university what we should be doing in New York City, and I think absolutely. There's been so much energy and time put into this that I believe there's momentum, and I will say that before December of this past year, there already was a group looking at ... is there a way to take the space we already have there and your college, AAP, in ILR, across almost all of the University, maybe create some housing, create more visibility, create more opportunities.

"So that discussion was going on for about a year; but I could just see that kind of dribbling along and nothing happening. You sort of need a tipping point, a turning point. So regardless of whether we are successful or not here, I think we have that tipping point, where we can do something in New York City.

"And I would urge any of you that have an interest in the city to not just be engaged in this, but to help think long-term, what we should be doing as a university."

Speaker Beer: "Just a couple more minutes. The gentleman in the red-orange shirt."

Professor Carl Franck, Physics: "And I would guess if I was the reviewer, I would look at Cornell's track record and look at how it's managed its own strong connection with New York City and the medical school, and I'm concerned because I don't see the link up at this meeting right now with our colleagues in the medical school.

"So we don't have that good connection, and I'm worried that we'll not do well. I do like the idea a whole lot of Cornell expanding all over the place. I think that's a great idea, but I think our background and record is not good now."

Provost Fuchs: "Could you clarify? What do you mean our background and record are not good?"

Professor Franck: "Right now, I don't feel our faculty in the medical school is in this meeting, part of this meeting. We don't have -- I don't see the link up to the medical school, and their representative in our faculty senate."

Provost Fuchs: "Whether there should be medical school faculty in this meeting, I don't control that, but I can address the issue of the medical school being engaged in this. The mayor's office explicitly said the Economic Development Corporation, they feel the city -- not sure I agree with this -- they feel the city currently has enough activity, research and entrepreneurial activity and education in the area of what they are calling biotechnology broadly. So they are saying explicitly if you propose that in your proposal, medical schools, connections with the biotech industry, they will disregard it. It is just not a factor.

"So the reason -- one of the reasons we want Roosevelt Island, it's tram plus walking distance to the medical school, and we don't have to replicate their huge new research building that they are putting up. It will be available. There are floors that are shelled out that we could use, and so it's a huge attraction, but that will not be featured in the

proposal, just because it's not a part of what they want, But will we have strong connections? Yes, absolutely, and you could see the technologies for healthier life and many of the other areas will have relevance to that.

"We have engaged the medical school administration. We are not asking their faculty to write it, because it would change the proposal in a way we think the Economic Development Corporation would not want to have."

Speaker Beer: "We would like to thank you very much for the presentation and your thorough dealing with the several questions. I presume that more will be forthcoming, and you and the others concerned with this proposal will be able to interact with other faculty."

Provost Fuchs: "Sure. And certainly the CAPPs with the economic program and UFC with budget and all those areas; and any of you individually that want to talk, I would be glad to talk about it. Thank you."

Speaker Beer: "Thanks very much. The Committee on Academic Policies and Procedures has had a rest, and Professor Cleland is on now, I believe, for the fifth time at this meeting.

8. NEW DEPARTMENTS (THOM CLELAND, CAPP, WITH [BACKGROUND](#) FROM SENIOR VICE PROVOST SEEBER)

Professor Cleland: "Thanks. Fifth and last. And this is actually a very short item, once it comes up. Short for me.

"This is not something that CAPP has yet been directly engaged with. We have begun talks about maybe providing some advice to the second of these two proposals, but I'm primarily here to introduce Senior Vice Provost Ron Seeber to answer questions about these two items: The first is about a merger of the economics faculties from Arts and ILR to create a single economics department with adjuncts from the other departments and schools on campus that have economics faculty; which again, Ron will answer any questions about.

"And the second is a broad announcement, because a lot of input is being solicited. It's a proposal. A policy has been formed that Rosemary Avery is chairing to look into whether and how Cornell should set up a school or other institution for public policy research here at Cornell in Ithaca. And in the planning stages. This is not primarily a CAPP matter. We are just one of many sources of advice that may be solicited.

"I'll address your questions to Ron Seeber now. And along the way, of course, please contact the chair of the committee, Rosemary Avery. So I will pass this on to Ron. Is this a CAPP question?"

Professor Cohn: "I had a question of clarification relative to this single cross-college economics department, which is what stage is this at. Some of the language that I've seen make reference -- suggests this has already happened. If that's true, I'm quite confused that CAPP has not been involved and that it hasn't come to this body yet, but perhaps I was misunderstanding those representations."

Senior Vice Provost Ronald Seeber: "Thank you. Let me say a few words about that. Both of these issues stem from the task force report on social sciences that was issued in 2009, and followed by the faculty strategic plan completed in '10. And with regard to that, Economics already had in place an institute for advancement of economics at Cornell, which brought together economists from five separate colleges into a committee which attempted to do everything from decide or assist in hiring economists who might be placed in one or more of the individual departments and colleges to provide bridge funding and an academic cross-college collaboration.

"Mike Walden and the chair of the IAEC -- Mike is from the Johnson Graduate School of Management -- chaired this committee last year, was appointed by the provost economists from four colleges in an attempt to think through the implications of the strategic plan, and the associate sciences task force report came up with a proposal which was made to the two deans, Harry Katz in ILR, Peter Lepage in Arts and Sciences in the spring.

"And during the process, they met with many other deans, department chairs and individual economists around the campus, and they proposed a merger, and a memorandum of understanding was essentially set up, and I believe it's fully agreed upon. What I do know is agreed upon is that the individual economists and the Department of Labor Economics and ILR voted separately to ratify this proposal, as did the economists within Arts and Sciences.

"Once those two ratifications had occurred, they then issued invitations to a number less than ten of economists around the campus and three other colleges, JGSM, CALS and Human Ecology, to become members of this newly formed department. They have set up an MOU for governance and resources that essentially will guide them into the future."

Professor Cohn: "I have to say I'm only more confused by what you just told me, unless I have a really deep misunderstanding, which is that since this is a cross-college academic matter, I'm really mystified that CAPP wasn't involved and that CAPP did not bring it before this body for at least some discussion about the proposed thing. I don't understand that at all."

Vice Provost Seeber: "IAEC has been working on these questions for at least a couple of years. I don't know if any of our colleagues from Economics or ILR or Labor Economics are in the room, but they viewed this as simply a continuation of their current work, and there is nothing that affects any student, admissions, degree --"

Professor Cohn: "But it's my understanding that any such matter should be brought to the Senate. It's a procedural thing. Sounds like there was very substantive discussion that the relevant individuals were consulted throughout. And I doubt that anyone would have major objections, but I'm quite surprised. Unless I'm misinformed, this is a serious deviation from the university policy on these matters."

Vice Provost Seeber: "I will take that comment. I don't know what else to say in response. We saw it differently in the provost's office and just went ahead with this. We may contrast it to the second public policy, and I think there's an important distinction here. The Provost has written a charge to a faculty committee appointed with membership from five different colleges, AEP, Arts and Sciences, Human Ecology, CALS and ILR; and that in the charge to consider the questions involved and steps of implementation, if it's appropriate, to form a school of public policy at Cornell.

"We went to CAPP immediately, asked for recommendations, and the committee proposed Professor Steve Hilgartner from Science Technology Studies, who joined this group. They are just starting. The distinction, at least in my eyes, is that this group placed the possibility of formation of a brand new department, the creation of new degree programs, certainly at the graduate level and possibly at the undergraduate level, and that is an important distinction."

Speaker Beer: "Professor Cleland has a comment. Could you stand and wait for the microphone?"

Professor Cleland: "This is not meant to be a public comment, just a point of clarification; that it was actually I think Bill Fry who gave the recommendation of the name to you. We just received this from you a short time ago, and this is largely the extent to which we have been involved to date."

Vice Provost Seeber: "I take that back."

Speaker Beer: "Okay. Other questions for Provost Seeber?"

Professor David Delchamps, Electrical and Computer Engineering: "Do we have an existing model for across-college department involving a college that's in the endowed side and a college that's in the contract side?"

Vice Provost Seeber: "Biology is probably the leading example."

Professor Delchamps: "So we know how that all works with tenure --"

Vice Provost Seeber: "I believe so. Biologists could comment on that, but I believe that's long established."

Speaker Beer: "Gentleman behind, in the pink shirt."

Senior Vice Provost John Siliciano: "We have a number of departments that are split between two colleges, Earth and Atmospheric Sciences, there's several split between Biology and Engineering, so we do have a model that -- we have variety of models that handle both funding and tenure."

Speaker Beer: "We have another gentleman on the aisle."

Professor Ellis Loew, Biomedical Sciences: "Using Biology as an example is really bad, because the division of biological sciences is no longer in existence, and I'm worried that the model you are proposing might fall into the same kind of area problems that led to the demise of the division. So I wish you luck. I hope it works, but I think that we should still have a division of biological sciences, but clearly we don't. So pick one or the other examples, because the division didn't work for a number of reasons, and I hope that you have more success."

Vice Provost Seeber: "Thank you."

Speaker Beer: "Any other questions? The gentleman on the extreme right in the center."

Professor Richard Penner, Hotel School: "I don't know if that was me. I am Dick Penner from the Hotel School. On the school of public policy, I'm wondering, is this an independent college with a dean and its own admissions and so forth, or is it just a

super-department? And also, the Johnson School years ago had a department involved with public administration, and I wondered why that was -- if you knew why that had been disbanded and how that might affect this."

Vice Provost Seeber: "Without knowing the entire history, public administration is largely coming to the College of Human Ecology, department of PAM, and the charge here is wide open as to whether you create a free-standing school or simply change a department. And I think the provost awaits the recommendation of the faculty. There are several schools at Cornell that exist underneath colleges, and that is one model that could certainly occur here."

Speaker Beer: "Gentleman in the orange shirt, on the extreme right."

Professor Shawkat Toorawa, Near Eastern Studies: "I think the issue is not whether there's a substantive problem with this, but strikes me if things such as voting on a minor or name change has come to senate, something like collapsing or combining two departments, two separate colleges and creating a cross-college division or whatever should have come before senate. I mean, even if it was just a matter of -- for our discussion.

"And maybe I'm, like her, I'm misunderstanding how these things work, but seems to me lesser things come to us and more major things do not, or to CAPP. And so to just echo what Abby said a minute ago, if you look at the second paragraph, this appears to be a way to proceed. There's -- a decision is going to be made, a committee is set up, it's investigated, we are informed about it. Evidently CAPP had been informed about it, whereas in the economics situation, seems like a fait accompli.

"Although it may be reasonable to do it that way, although the example from Biological Sciences is troubling, but it's a procedural question. It's also given recent history of decisions being made by the University, provost or otherwise, of taking departments or divisions and moving them from college to other college or combining them seems like a profoundly bad thing to be doing without having at least some kind of consultation. So I don't question or query the wisdom of that particular marriage, but I'm also surprised that we haven't discussed it in this forum."

Speaker Beer: "I think we have time for one more brief question. Seeing none, I'll thank you, and we will move on to the Good and Welfare section.

9. GOOD AND WELFARE

Professor Emeritus Howard Howland. Professor Emeritus Howard Howland, Neurobiology & Behavior: "Thank you very much. Mr. Speaker, I would like to ask the speaker to request unanimous consent for a visitor, Evan Cortens, President of the Graduate and Professional Student Assembly and a long-term member of the University Assembly, to make an appeal for senators to participate in the University Assembly."

Speaker Beer: "Unanimous consent has been requested. Any objections? Seeing none, consent is granted, and we welcome Evan Cortens, President of Professional Student Assembly."

Evan Cortens, President of Graduate and Professional Student Assembly: "Thank you very much for having me speak to you today, for allowing me to speak today. As has already been said, I'm Evan Cortens, the President of the Graduate and Professional Student Assembly and, by virtue of that position, also a member of the University Assembly.

"So as many of you know, the University Assembly has been around for many years. I look around this room, I see many current and former members of that body; but last year, it went through a fairly significant charter revision process. We have reconfigured the membership to make the presiding officers automatic members of the University Assembly, and we've reconfigured the way committees work, so there's direct engagement between the Assembly itself and its committee structure and so that -- to make sure that these committees have members drawn from the various different -- the three other assemblies and from this body.

"So these changes, I think, are very exciting; they are very positive; they make the university assembly, I think, poised to be an even more successful and productive body than it has been in the past. We have heard expressions of interest from many administrative units about serious consultation on issues of policy. Of course we continue to have jurisdiction over the campus code of conduct.

"My reason for coming before you today is to appeal for two further members of faculty to join the University Assembly. We still have two vacancies, and I wanted to let you know about them. So my hope is that you will consider this, that you'll take advantage of this wonderful opportunity to work across constituencies on campus and to really make sure that policies, that changes, that new proposals really get the crucial review and feedback they deserve. Thank you very much."

Speaker Beer: "Thank you. Are you willing to entertain a question or two?"

Mr. Cortens: "Certainly."

Speaker Beer: "Anyone have a question on the matter of faculty representation on the University Assembly? The lady near the center."

Professor Clare Fewtrell, Molecular Medicine: "Hi, Evan. Could you tell us who on the faculty currently on the University Assembly?"

Mr. Cortens: "Our current members are Howie Howland and Randy Wayne and Bill Fry, by virtue of his position as dean of the faculty."

Speaker Beer: "Any further questions or comments? If not, thank you very much."

Mr. Cortens: "Again, thank you."

Speaker Beer: "Thank you. And I believe we are starting out the year quite well. We are able to adjourn on time. Thank you very much. Senate's adjourned."

(MEETING ADJOURNED)

Respectfully submitted,

Fred Gouldin, Associate Dean and Secretary of the University Faculty