

MINUTES OF A MEETING OF THE FACULTY SENATE

September 12, 2007

Acting Speaker of the Senate Dean Charles Walcott: "First I would like to call this meeting to order. It is my duty to remind the body that no photos or tape recorders are allowed during the meeting. Everybody please turn off your cell phone, and if you want to say something, please tell us who you are and what department you are from. I will also announce the number of Good and Welfare speakers, as far as I know so far, there are none.

"You might wonder why on earth I am up here doing this, and the answer is that we have not yet officially elected a Speaker for this session. So I am acting as a temporary substitute speaker, and we will get to the business of electing a real, genuine speaker further down in the meeting. I would like to begin by welcoming President Skorton to the first Faculty Senate meeting of the year and his first Faculty Senate meeting, and I invite him to take the floor."

1. REMARKS BY AND QUESTIONS FOR PRESIDENT DAVID SKORTON

President David Skorton: "Good afternoon. I am really thrilled with the turnout. I am glad that everyone could make time to get together today. This is the start of my second year working with you, and it's been quite an extraordinary first year, a year that was a great joy to me. I'm very, very happy to be here. I'm very enthusiastic about Cornell. I want to share some of my thoughts and observations about my first year and projections for the second year and onward. Before I go into some specifics, though, I wanted to acknowledge the dialog that Dean Walcott and I have been able to develop over the last nineteen months and thank you Dean Walcott for things that you taught me and kept me focused on during the year. One of the things I decided early on was that I wanted to spend the maximum amount of time the first year getting to know the student environment at Cornell. I spent a lot of time with undergraduate students and graduate students and to a lesser extent with students at Weill Cornell Medical College. I have established a wide variety of mechanisms to allow me to interact and communicate with students. I have office hours for groups of students, open forums, and I meet with student elected leaders. I have also during the year had a chance to meet with the UFC regularly. Dean Walcott and I meet on a monthly basis. And I had a chance, with his guidance and with Provost Martin's guidance and with the deans' guidance, to begin to visit the faculty in your offices and studios and laboratories and departmental meetings.

“In the second year I am going to focus much more actively on engaging directly with rank and file faculty more than I had time to the first year. I also wanted to share with you, because I believe that I report to you in a sense, how I spent the first year time-wise. I spent a bit over a quarter of my time traveling -- 27% of my time traveling -- much of it to New York City, some of it elsewhere. I had one international trip to India that many of you know about. Some of that was related to fund-raising and some of that was related to meeting alumni. During the course of that year and interacting a lot with alumni, and coming through the faculty ranks myself at two different institutions, I came to believe -- and it is something that I have believed for a long time and I keep thinking that it will be different -- but every where I go it's the same; that explaining the faculty experience to people not on the faculty is a never-ending job and a very important one for university communicators, of which I am one. So in talking with Dean Walcott and thinking about this, I have decided to make that theme of relating the faculty experience an important part of my communications in the second year. With Dean Walcott's help and advice and some editing, the first article I wrote is a column in Cornell Alumni Magazine, the one that just came out, the first one this year. It is the beginning of this focus on translating the faculty experience. So if you get a chance to look at that alumni magazine column and you have criticisms (it's already published so it's too late to change what is in print) but in terms of altering my communication on your behalf, please send it to me. I would be very, very glad to get the commentary. Take a peek at that article.

“I will talk about a few highlights of the past year. In 1989, you had eleven of your colleagues elected to distinguished national academies. And last year, ten were elected. So this is the second most robust year of faculty from Cornell University being elected to national academies since we began keeping track of it. I am very, very proud of that. Ten new members and that is including the National Academy of Sciences, the National Academy of Engineering, AAAS, the American Philosophical Society. So it's very, very impressive. I congratulate you for that.

“Another very strong reflection on faculty excellence is the faculty's engagement with students. Last year was the largest number of applications for first year places in the university's history; 30,100 applications for the 3,055 slots. Of course, that's a direct reflection on you. From symbolic things like staying in the dorm -- something that my wife and I decided to do each year -- and in more substantive ways I have become very impressed and engaged with the concept of the living and learning communities that you have developed over the last decade and a little bit less time than that. I know that many people here had a part in that. It's a very high priority for me and, if I can speak on Provost Martin's behalf, I can tell you from many, many conversations and from her actions, it's a very high priority for her as well, both North Campus and West Campus. It does give all of us on the faculty a role in student life that is not a traditional part of the Cornell history. It is relatively new to Cornell, and I commend to you the job of becoming even more engaged in the living/learning communities in terms of faculty-in-

residence, house professors and house fellows. I am a fellow at Becker House. Sometimes I see Dean Walcott there usually holding forth at the table. I think that it would be great and I want to urge you to become even more involved with the living/learning communities as the opportunities arise. Everything I hear from the faculty who are doing it; everything I hear from the students who are engaged in it, both first-year students and students farther along in the undergraduate process, makes me think that it's a very important system for faculty and students. So it's an observation and something that I hope you will think about.

"During last year there was a culmination of a process that was set in motion by some years before by Hunter Rawlings and others to develop an Economic Impact Study for the university. And I honestly can't recall, Dean Walcott, if we talked about this in the Faculty Senate last year, so I want to talk about it now. Of course we don't need an economic impact study to talk about the importance of Cornell University or what the main contributions we make are. However, like all distinguished research universities this university gets a lot of public money. Nearly a \$1 billion of the \$3 billion budget that we have are from public sources, including grants and contracts from federal agencies which includes money from the State of New York related to our land-grant mission and, of course, support to specific colleges and also federal student aid. So I do think it's important and support Hunter's decision to take a snap shot, a semi-quantitative snap shot, of some of the economic multipliers of the university. Semi-quantitative is the right term for the economic impact study: order of magnitude estimates of the impact of the number of employees that we have and the spin off effects of supplier purchases and so on and so forth. I hope a lot of you had a chance to look at this Economic Impact Study. Once again, I want to emphasize two things about it. One is that we don't need an economic impact study to focus on the main reason that we are here. But secondly, this study has been very helpful as one data point in what may be a set of measurements of this type over the future. And, also with the interactions on your behalf that I have in the community and the greater area in this part of the state, it's interesting and important to see the effects that Cornell has. There are a couple of things that I wasn't aware of that I have learned from the study. I wasn't aware that Cornell had the largest research expenditure in the state of any institution and we do. Many of you knew that. And secondly, I wasn't aware of the level of activity that Cornell has in New York City. Of course Weill Cornell Medical College is a big piece, but it's not the whole piece. There are several other footprints in New York City related to the Ithaca campus, and I have had a chance to visit all of those now. And, I'm doing my best to stay in some regular touch with the faculty and staff related to those areas.

"Dean Walcott asked me to give an update on the philanthropic campaign. I'm spending a serious amount of time meeting alumni on your behalf and on my behalf. It's an interesting experience, a little humbling and mind-numbing to come in brand new to the university and with a new development officer and very quickly thereafter

start a campaign and go to meet people for the first time and then come back quickly afterwards and meet them again with a different conversation in mind. Cornell has a enormously effective approach to fund raising that keeps it in the top handful of universities in the country year after year in certain measures of fund raising results. Last year was the biggest year in the history of the university in fund raising. It was a level year for the Ithaca campus. I personally think that it is stupendous that it was a level year. I don't take much credit for that because I really came in the middle of the stream. But despite changes in administration and changes of leadership in development, the alumni matched a very, very high year that they had the year before, which was the highest year. The Medical School had the best year in fund raising, so far as I can ascertain, of any medical school in the United States ever for one year. So, last year all together we raised nearly \$760 million. And we are now at \$1.71 billion toward the goal of over \$4 billion. This is the year we are going past the half way mark in the campaign. I'm very confident about that. And I want to publicly recognize the very important role that the individual faculty have played in helping us to communicate messages and dealing directly with individuals who may want to invest in the university, the absolutely critical role the deans are playing, not only in all the things they do every day in priority setting, but directly in fund raising. And I also want to acknowledge Provost Martin for a very successful and an effective role, an increasing role in fund raising. We are asking contributors to the university to raise their sights this year, fifty percent, fifty percent from the sort of steady state. That's an enormous, actually unheard of, level of increase, and I am hopeful that we are going to hit it. But to do that is taking a level of effort obviously different than it would to hit fifty percent less. And so I will be counting on Provost Martin's willingness to be involved even more than past provosts have been in this very important effort.

"I want to remind you about some of the gifts that are, it's such a cliché, but I believe, actually are transformative of the university. These are just a handful that I grabbed and not meant to be exhaustive, not meant to ignore any parts of the university, but these are ones that took my breath away when I saw them come in. \$30 million was given by Irwin and Joan Jacobs to support graduate fellowships and scholarships in the College of Engineering. I thought I saw Dean Fuchs; there he is, as making that happen. Chairman Pete Meinig and Nancy Meinig gave a \$25 million gift to the University, which Provost Martin and Steve Kresovich and others developed a very interesting strategy, which allows those monies to be spent very wisely. A high level group would develop a competition on campus for a certain kind of investigatorship - - Meinig Investigatorship - - that looks more like a Howard Hughes Medical Institute investigatorship than anything else you might look at as similar to that. It's a very, very generous gift, and it's very supportive of the Meinigs to do that. Lee and Mary Pillsbury gave \$15 million to the School of Hotel Administration. A gift of \$5 million from Don Opatrny was given to the Department of Economics. And the thing that's been most striking to me is that we depend on these investments at the university as our fastest growing revenue stream. I want to repeat that. The increase in tuition is, you know, a

couple of points above inflation, something like that. The increase that you bring in in competitive grants is also two, three, four points above inflation, which is dramatic performance especially in the competition nationally and the downward pressure on those so called discretionary budgets. But the increase in the revenue stream from the investment pool, which is a combination of gifts and the success of the investment strategies, is 25%-30% percent above inflation. And it needs to be, because we need to be operating on a higher operating curve than we are to be competitive at the level of distinction that you have developed at Cornell. So, the most impressive statistic to me: the annual fund support, that is support that comes in year after year, went up 29% in one year. This is a tremendous tribute not only to what you have done and the leadership that Biddy and others have supplied to the deans for years, but the job that the volunteer leadership, of the Board of Trustees and elsewhere in the campaign are doing by talking to each other and talking to their colleagues and encouraging them to give more predictable support to the university. And 29%, I've been doing fund raising for many years, and I have never seen a one-year increase anything like this. So it's been a great year in that part. And, again, I want to acknowledge because I don't know if everybody in the faculty would be aware of this, the very, very critical role the faculty play in getting this done. Not in the final solicitation, which really is the end game of a long process, and not only at the front end and the distinction of what you do every day, but in actually interacting and showing examples to people who want to invest in higher education but don't really agree with everything. So I thank you for all the things that you have done in that regard. I also want to thank, through you, the faculty themselves, who have made very generous gifts to the campaign and looking forward to making more gifts to the campaign. That would be great.

"I want to talk about the issue of renewal of the university. Biddy graciously agreed to give the first in what will be an annual series of major addresses once a year by the provosts, which we call the Academic State of the University Address. I know many of you were there and many others had a chance to read it. It was a very, very important address and one thing she talked about, in her words was 'rebuilding the university' and that is to say recruiting the next generation of faculty and staff. I just want to tell you that the plans for doing that are moving along at pace. There is a good deal of planning going into that and the reason I say that funny thing is that so much of has to do with the opportunities that arise when faculty positions become vacant. But, there are two aspects of that that I want you to know that are very important. One is that we are not done with the issue of striving for gender equity among the faculty ranks, especially in science and engineering. And I'm reminding you that Biddy and faculty colleagues got this \$3 1/3 million NSF so-called ADVANCE grant to actually develop some new approaches, test those approaches and disseminate the successful aspects of those approaches. Recruiting and retaining women and minorities in science and engineering is very, very important. It puts Cornell in a leadership position nationally.

"The other aspect of it, which is very important, is that those who are retiring from the active faculty ranks absolutely have to continue to be, some portion of that group, actively engaged with the university. I'm approaching retirement age like many of you, not this year, maybe not next year, but not in too many years, and so I'm thinking a lot about it. I was thrilled to be able to be one of the people who started an emeritus faculty organization at the University of Iowa. The number of ways in which faculty who are emeritus can become and need to become involved and stay involved are legion. I hope that those of you who are approaching that transition will engage directly with me about it and the Provost and with Dean Walcott so that we can not only take advantage organizationally of things like CAPE, but we can learn from you what ideas come forward to maintain your contribution to the university and to ease the transition for the next generations of people doing that.

"One of the areas that I have been focusing on since the late eighties has been the international activities in research universities. Cornell - - you may know the statistic, but I was very surprised to find this when I came here - - Cornell is the 13th most international university in the United States, in the raw number of international students we have on campus. Most of the schools above us on that small list of twelve are much larger institutions than we are. There is no index, I guess I could have calculated it, but there's no sort of size corrected index for this but we would be right up in the top in a small handful of universities. So, you have for decades developed a huge international presence. And, that is measured by the students coming here. Secondly, there is a very robust program of Cornell students and faculty working overseas and studying overseas. The Study Abroad Program is not as robust as I wish it were here, it is not as robust as I wish it were many places in the United States. But, it's robust. Several percent of the students every year, five hundred out of twelve or thirteen thousand undergraduates, do study abroad experiences. And I think that we should try hard to increase that number. The main thing that we deliver in our international activities is education and discovery like the things that we do here in Ithaca and New York City. However, there is another thing that we do whether you define it as a direct action or what I call capacity building overseas. I firmly believe, and it has been my belief a long time before I came here, that what you deliver overseas through your interactions with international students and your own activities overseas and through the students we send, I think, is the very strongest kind of diplomacy that the United States has. So I am suggesting the idea of a new plan somewhat analogous in its reach, although not its methods, to the Marshall Plan of sixty years ago. Because of the sixtieth anniversary of the Marshall Plan speech at Harvard's commencement, I introduced the thought piece about this at the commencement here in May and also at the Weill commencement. At the Weill commencement I talked about the use of higher education as a global health tool, and here I'm talking about the broader idea of capacity building. I want to be clear when I am going around talking about this, I would say a long obsession. but that's too negative of a word, sort of long commitment I have had to recognize the role of higher education and hopefully to encourage more

public support of the kind of activities that we do. Actually they had quite a reduction in public support especially through the USAID. And so you will hear me talking about this a lot. Those of you who read the Chronicle of Higher Education, I have an op ed in the Chronicle that is coming out later this week. I have found a huge, huge area for my continuing education by just interacting with many of you and others here and in New York City. I want to congratulate you for all you do in that regard.

"Now I'd like you to let me off the really easy stuff. Dean Walcott asked me to talk about transportation between Ithaca, New York City and Washington, DC. When Hunter, I always hate to bring Hunter up as a foil in these kinds of talks, but, why not? Hunter, when he hired me as a VP at Iowa in 1992 said there were two things, as I was sort of sitting on his knee and learning about academic administration, said there were two things I should never claim I know anything about, transportation if the university was in a rural area, and parking. And it turns out, as with many other things, he was right. But Dean Walcott put me on the spot. As you can see, Charlie, I am trying to eat up as much time with these homilies as possible and then ask for questions. Here's the report of how we are doing. We are not doing fabulously. Well I guess you would know that even if I didn't tell you that. As Biddy told me when I first came here, she said people say that Ithaca is centrally isolated. I thought that was pretty good humor. It's not so funny any more. I have traveled out of Tompkins many times on your behalf, sometimes by wheels and sometimes by wheels-up, so to speak. And we do have to continue to work on this. I am going to tell you some of the things that have been done. The Campus-to-Campus bus service, I think is terrific and we need to continue to emphasize, as you believe and your students believe it's useful, how that should proceed. I looked into some of the data. We have logged so far around 20,000 seats on trips. When they say seats I'm not sure if they are talking about human anatomical type or the type you sit on. But, anyway, 20,000 individual trips, some the same people again and again. We also have been working on the so-called air-services board and talked about air service. You know it's a difficult battle. One positive thing that I learned just by accident after coming the first few times from Cedar Rapids, Iowa is that the service that Northwest has that goes through Detroit and therefore is somewhat of a gateway to the rest of the country is a good option. From everything I can tell, Northwest has been heavily utilized by faculty and staff of the university and has been a good addition. There's also been a marketing plan, which you may have seen something about, to try to get more people to use the Ithaca airport and therefore encourage airlines to invest in more flights here. And the number of people, from the figures I was able to find, has gone up from 68,000 a year to 80,000 a year. We are continuing, you know that the old thing that presidents always say, we are continuing to explore, you know what that means, but we are continuing to work on ways to add flights and reduce prices and so on. Adding flights is a quantum sort of phenomenon. It's a discreet not a continuous phenomenon. You get to a certain point then all of a sudden there's a new flight and whether going from 68,000 to 80,000 will get the job done we will just have to see. I think about it. Really I do, every time I decide to fly out

of Syracuse versus out of Ithaca. Sometimes I take a charter flight to get somewhere to fit in another meeting during the day, but the vast majority of time I travel commercial. I think we have to continue to talk as a group about what to do about this issue. One thing we did look into, in conversations with VP Golding, Biddy and others, was the possibility of actually providing a charter aircraft to DC, maybe once a week. This is a little bigger job than getting to New York City. And the price turned out to be \$10,500 for a round trip or \$273,000 for twenty-six weeks of providing the service during the so-called school year. That's something you need to take a deep breath about. We need to continue to explore ways to increase the access for the faculty.

"In that vein and getting ready for questions and answers, I just want to again thank Charlie all the help he has given me during the year, and for all the very constructive criticism and guidance.

"I'm glad to take questions for whatever time remains."

Dean of Faculty, Charles Walcott: "Are there any questions for the President?"

Professor Brad Anton, Associate Dean and Secretary of the University Faculty: "The campaign results so far are impressive in total and very impressive when you consider the fraction of the money that has gone to the medical school, but are from my perspective a little bit worrisome. I am speaking about what the flow has been to the Ithaca campus. I wonder if you have any comments about this."

President Skorton: "Sure. I think that's the wrong observation, to be honest with you. Ithaca was flat this year. This is a year when the main two people who do industrial strength fund raising turned over, different development officer and different president. The prediction from professionals would be that we would take a big hit this year and we didn't. It was flat. Secondly, we had a new donor; Sandy Weill who gave a \$75 million gift to the Ithaca campus who had never participated in a very large way in this campus before. Perhaps you think that my expectations were too low. This is the prelude to enormous increases. The way you know that this is true is that annual support went up 29%. So if the annual support was lack luster or the total went down then I would absolutely agree with you that it would be worrisome. It's not worrisome. Now, when I come to talk to you next year or you and I see each other at UFC six months from now and it's still flat, then I'm going to be worried. But I don't think that's going to be the case. Now, one thing that's very, very important to say is that we both, we - Biddy and I -- will depend on touching you on the shoulder, many of you, to show what is being invested in. They are not investing in me but you the faculty. Presidents are just communicators on behalf of the university except in the role where I can actually give a lecture and participate as faculty by showing what it is that people are investing in, that is the difference. I think Biddy and others will confirm this. Dean Fuchs and others will confirm this. That's the difference in showing what direction you

are talking about investing in - and that's largely students and faculty. So if we do call on you, or somebody on our behalf, if Charlie Phlegar calls on you and it's a busy day, or there is a thousand other things you are doing, I hope you will think about this. But most importantly we have to show them what they are investing in. We got such tremendous, tremendous support from the faculty on short notice this year. It is what made the difference in a lot of cases. So presidents as they say are paid to be more optimistic than the facts support, but I think the facts here are very, very, very upbeat and as things go on please stay in my face about this. We will keep you apprised of what the data are. I'm astonished by that 29% increase and very happy. I wouldn't say astonished, but very happy about that level, you know given the turn over. A lot of these folks who have been investing here for a long time knew the people who were in leadership positions before. They didn't know me and they didn't know Charlie until later. It takes some leap of faith just to be assured that you are going to continue to go in the right direction. You and I know that that has much less to do with top leadership than it has to do with the faculty ranks. That's not the conventional wisdom, so let's keep talking about it. I am actually very, very positive about it."

Professor William Arms, "Recently this Senate spent a little time talking about the balance between tenure-track and non-tenure track faculty. Do you have any wisdom in that area?"

President Skorton: "Well I have struggled with the same issues that you have and I am toward that part in my career where I'm not going to change now. I think it's very important to maintain the concept of tenure. I know that that's not exactly what you are asking about, but I want to get that statement out. In terms of the balance, it just depends on the particulars of the of the local situation, both within the university and the budgetary realities. It is important that the departments and colleges and the provosts both here and in New York City have the flexibility of doing whatever is necessary to get the entire job done. I think it's very important that we don't retreat at Cornell and that American higher education doesn't retreat from full-fledged tenure-track faculty. There's going to be a mix. There's no question about it. Given there's going to be a mix the question is, do non-tenure track faculty feel engaged with the entire faculty process. And that's something you need to decide among the faculty ranks. I have a lot of opinions on that but I don't think it's appropriate for me to talk about them because they are faculty-based opinions. They are not based on the presidential position. I could just summarize by saying it's important to me to retain the concept of tenure-track because it is the prime order of what we do and it's important to have the flexibility to do other things. It important to consider the totality of the experience of non-tenure track faculty."

Professor Michel Louge: "A number of major agencies have recently curtailed budgets for research in science and engineering, NASA, The Department of Defense, even NSF.

Do you have any plans to engage political leaders in Washington and tell them they might be wrecking the teaching of science and creativity in this country?"

President Skorton: "You bet. I am one of the most active presidents in the country and not just because I have been around a long time. The president before me and the VP for Research have been yammering about this for years. There's an organization and alliance for innovation in America or Alliance for American innovation. I'm so embarrassed. I'll get the name to you. That's one of those things about not seeing something everyday. (Correct name is: Task Force on the Future of American Innovation.) Anyway, there's an organization, of academic and industrial associations, not individual companies, although there are some individual companies - Intel and other huge companies as well as the associations like the American Chemical Society who put together a letter to all of the declared presidential candidates, across the political spectrums, urging them to make higher education and research funding, specifically research funding a priority. It doesn't affect colleges of social sciences or humanities or arts. We focused on biological and physical sciences to have that be an issue in the 2008 campaign. We sent the letters to each candidate. They asked me to sign on behalf of private universities in the US and at the president the University of California System signed on behalf of the publics along with the CEO of Intel and some other high rollers whose opinions you might not be surprised to find out have more weight than mine.

"We are doing that. We are following up with a small staff in Washington. We are going right to the staffs of these candidates. We are working directly with them to make it an issue. That's a long-term, not a short-term approach. In the short term we are trying to get op eds published. Despite the fact that I wrote what I thought was a stirring, heart fluttering op ed and Biddy edited it, it got turned down. We are trying to get it in The Hill. The Hill and Roll Call are two publications that Congress reads everyday. Although there's a lot of direct lobbying going on, I did not do a lot of lobbying this last year because I wanted to limit the time that I was away from campus. And, it depends on whom you ask but 27% is a lot of time off campus. It's less than I thought I would be off campus. And so I will be doing some more lobbying. Biddy will be doing a lot of it. Biddy and I are going to meet with at least one major agency director of an agency, and I forgot which one -- either NSF or DoE -- in the very near future. We are going to be representing not just Cornell but the breadth and it's a big problem. We have fallen to the 22nd in the world as a country in the following metric, in the amount of our basic research budget per corrected for the nation's GDP. In raw numbers we are still by far, of course, the biggest investor and if you do it in all research weighted per GDP, we are fourth or fifth, behind some very small countries where the denominator is so much different it's hard to compare. But if you look at the basic budget, the part that I'm sure you are talking about, we are falling, and falling and falling. If it's of any use, It didn't get accepted so there's no copyright issue, I can send you the op ed we put together and if you like the language, thank Biddy. If you like the data, thank Steve Johnson. If you like my by-line you can thank me. But, I'll send

around and use it. It has those data and also we have a little reference list at the end, which you can not see in op ed and you can see where we got the numbers. We are working on that like crazy. The question is how successful will we be and I can see the look in your eye."

Dean Charles Walcott: "I want to say thank you so much for taking the time to come to meet with us. We appreciate it very much.

"I will now call on Provost Martin"

2. REMARKS BY AND QUESTIONS FOR PROVOST MARTIN

Provost Biddy Martin: "If there are more questions for the President, I am happy to defer.

"Hi everyone. I just have a few things and I think everything I have to say you all have already read in the Cornell Chronicle if you read the Chronicle, or you will have gotten by e-mail. I will go through a few key things quickly.

"First, I always thank you all for participating in the book project at the beginning of the year. And, I thank those of you who did. I am very sorry I wasn't able to be here this year for the book project. But, I know that it went extremely well. And, I thank you. I also want to tell you we have less faculty participation or have had fewer faculty participating in the discussions over the past few years. We are going to be using the deans and perhaps this body, the UFC, to help us think about how we can get more faculty involved again. A lot of the students, not a lot, but some students have complained that we offer the book project as a way for them to have an intellectual experience and an interaction with faculty in an orientation week, which as most of you know has virtually no intellectual or academic content otherwise. When they are in discussions with people who are staff who might be great, good at leading the discussions, some of the students, nonetheless, feel short-changed because they had hoped to meet a faculty member when they get here.

"We are also considering a non-fiction book for next year, if you have any good ideas. Some faculty have told us that they don't feel qualified to discuss literary text. Wait to you hear what the humanists say when we pick a non-fiction science book.

"There will once again be a lot of dean searches this year, as I am sure you know. The search for a dean of the Johnson Graduate School of Management didn't result in a new dean. So we are picking up again with a search firm and continuing to look for a new dean of the Johnson School. The University Library search has been going extremely well, and it's proceeding apace but won't be completed until later this year. In addition

we need a new dean of Human Ecology and a new dean for Architecture, Art and Planning. Because that is so many searches at once, there's only one other year since I have been Provost where I had four dean searches, I'm considering not using the process I have been using for the past several, which is to have work be done out of my office, a sort of search-firm of our own conducting the searches with faculty committees, but have the faculty committees in at least in a couple of places aided by an outside search firm. I'm considering that. I haven't made up my mind yet, except in the case of the Johnson School, where we will have a outside search-firm working with the faculty search committee. I don't even know if you care that much about that, but I do because of the amount of time it takes to run the dean searches is enormous.

"In the Provost office, as you probably heard, I appointed Bob Buhrman the new Vice Provost for Research. Bob is a former chair of the department of Applied and Engineering Physics, which is ranked consistently as the best such unit in the country and possibly the world. He's also the former director of the Cornell Center for Materials Research. He is currently director of one of our NSF nanoscale science centers. He is already focusing on absolutely the right things, and he will be a great advocate in Washington along with the President and the rest of us. I am delighted. I don't know how many of you know Bob Buhrman. He's been at Cornell for a very long time. He's a loyal Cornelian. He's brilliant. He's tough-minded. He's fair-minded. He chaired the LAC, which is a committee of the Senate and the Vice-Provost's office, for quite a long time. I know many of you have great faith in him. And those of you who don't yet know him will come to have great faith in him, I'm sure.

"We are planning a symposium in honor of Bob Richardson for next year. As soon as I have more details I will certainly let you all know, because I'm sure you will want to help us honor Bob Richardson in that way.

"I also asked David Harris in my office to serve as Deputy Provost to help me with some of the internal work of the office, given President Skorton's request that I contribute more to fund raising and government relations, which I am happy to do, but which requires that I have a little help in my own office.

"The Sustainability Initiative is up and running, and, as I hope you read or heard, Frank DiSalvo, who is also a former director of the Cornell Center for Materials Research, which is a great qualification for putting together larger interdisciplinary initiatives. Frank DiSalvo has agreed to be the interim Director of the Sustainability Center that we are trying to get off the ground. As you know this has been underway for several years; this effort to get a sustainability initiative that's University-wide and profoundly interdisciplinary. And we will keep you posted on how the Center evolves. But Frank's leadership is going to permit us, I think, finally to do something concrete and broad and substantive and to position us for the kinds of external funding that we think

we ought to be getting but haven't been getting in the past, whether it's federal funding or private funding for sustainability.

"On the diversity front, David mentioned the advance grant. We are focusing our chairs' training and our deans' meetings very heavily on diversity in the context broadly of faculty recruitment and retention. And, we will continue to do so. There will be some changes this year in the organization of the Center for Learning and Teaching so that some of the focus on teaching and faculty support moves into the provost's office, and we hope to mount some new programs in support of teaching excellence.

"Those are just a few of the many things I could report on and tell you about. But they are some of the important ones. And, I'm happy to take questions."

Dean Walcott: "Are there questions of the Provost?"

Professor Abby Cohn, Linguistics: "You just mentioned that NSF advance grant, and I understand there's a site visit later this week, and I was just wondering if you could share with us a little bit more about the areas that you feel you have already shown success and areas that still need attention."

Provost Martin: "Well I think the PIs other than me, because really the work isn't being carried by me, the work is being carried by other PIs. I think they have been extremely successful in getting out into the faculty. I would want to know if you all agree. They have been working with the deans, working with the chairs, they have had a lot of meetings, workshops, activities established and planned that I think will make a big difference. They have provided grants to Abby Cohn and others meant to help women faculty in particular. I think that where it still needs work, not specifically the grant itself, the grant activity, which I think is going well but the University as a whole, is in converting our commitment and our ideas into action, as I mentioned in the speech I gave last spring that David referred to earlier. It really is going to take the deans and department heads requiring that all searches entail evidence that departments and programs have found ways to build pools, potential pools, of women and underrepresented minority candidates in advance of being permitted to search. There's no other way it will work. So my job and I think the other PIs from their points of view and positions feel that really we need the department heads, the program directors, and the deans to be on board with ensuring that we really are doing what it takes to build a more diverse faculty. I think there are very few places in the University that could boast having really over the years done what I have just described. I think that's where we need more work."

Professor Peter Stein, Physics: "I did the freshman book project this year."

Provost Martin: "Oh good."

Professor Stein: "You actually at some meeting described the book and that intrigued me so I signed up for it and found it very successful."

Provost Martin: "Did you like it?"

Professor Stein: "I wondered in my head, I calculated that it must be only 150 sections that you have because there is something like 3000 incoming students."

Provost Martin: "No, we have over 200."

Professor Stein: "Okay. Well, how many faculty did participate?"

Provost Martin: "I don't have the numbers for this year yet. The first year we did it, which is the year for which I have better numbers. Very shortly after I sent out the e-mail requesting participation we had over 200 faculty sign on. And in the subsequent years it's gone down so that I'm guessing that we have over a 100 but probably not many more than that. But I'll get you the numbers."

Professor Stein: "I sort of think it's a mistake to go away from that format. The group of students I had, we had a lively discussion, a real discussion. I think a fictional work that addresses an issue that is current is just exactly the right thing you want. If you give a book about non-fiction, meaning science or something like that, it really must be hard to have a discussion."

Provost Martin: "Well, you are preaching to the converted. I think there's an additional reason to read fiction, and that is that all the statistics tell us fewer and fewer people read and fewer and fewer people read literary texts at all. We have kept that in mind as we have chosen fiction over and over again. I don't know that it matters whether it's fiction or non-fiction as long as it really is an outstanding and provocative rapport. You know we did do Guns, Germs and Steel the first year. That was sort of at my insistence. And no one has ever let me live it down. You notice that every other year the books have been shorter and they have been fiction. Of course, many of our scientists have told me that Guns, Germs and Steel was fiction, but it wasn't fiction, just badly written. I don't know. I am happy to hear your opinions, because we are not yet at the point of choosing."

Professor Stein: "The whole concept of the faculty member has to be an expert just is contrary to the whole notion of it."

Provost Martin: "Well, that's what I keep telling people. And, by the way, if you could spread that word in Physics because that's where I have gotten a little bit of push-back

in that very context of people saying they don't feel qualified to talk about literary texts. But, we wouldn't choose a literary text that didn't raise issues that I think everyone is qualified to talk about. And the other thing is the faculty member leading those discussions with seventeen and eighteen year olds in the first week of classes, the first week here not even in classes, is not meant to be an expert. So that's a hard thing for us to grasp, I think sometimes."

Unidentified: "Quick comment from another scientist in support of fiction. If you go to Facebook you will find that the Great Gatsby is now the number two favorite book among Cornell students."

Provost Martin: "Yes, that's excellent. Well then I'm going to choose a book this year based on I want to be the most widely read and favorite on Facebook."

"Thank you all. Any other questions?"

Unidentified: "This gets back to a former question about budget council meetings and the facts on research support. This is more of a comment but I can see that this is having a huge, disproportionate effect on junior faculty. I'm not sure what can be done about it. But I see many very talented junior faculty really struggling to get grants, which is what they are going to be judged on. I'm just wondering if there is any relief for these people. Many of them are women and many of them we want to retain."

Provost Martin: "Did everybody hear the question? The question was again a worry about cuts at the federal level in research budgets and what that means especially for junior faculty whose tenure, whose success in their fields depends heavily on getting grants."

Provost Martin: "Yes. It's hard to know exactly what to do yet. I think that you all - the chairs, the deans and I - need to keep an eye on the actual effect this might that this might be having over time on junior faculty. I don't think we are yet at a crisis point where it means big policy changes. But one thing Bob Buhrman and I discussed and agreed to do was elevate the budget in the research office for discretionary funds for this very reason, to tide people over in the absence of grants. Now the problem is of course we can't do that for everyone who ends up in a bad spot with NIH or NSF, but we will try to do more than we have based on the recommendations of chairs and deans. We are just keeping an eye on it, and I think that's the best we can do right now."

Dean of Faculty, Charles Walcott: "Thank you very much, Biddy. I have to scold the members of this body. Diane passed me a note, which said please give us your name and your department otherwise the minutes are incomplete. And this body might not approve them, a dreadful state of affairs."

3. REMARKS BY THE DEAN OF FACULTY

Dean Walcott: "I have a brief report, which I would like to give. First, the outcome of FACTA reviews this past year, this as you recollect is the committee that passes on the dossiers for tenure. Thirty-five files were reviewed, seven by the full committee. There were thirty positive recommendations and five negative recommendations. The Provost concurred with thirty of those thirty-five recommendations. Now, does that mean that Biddy and the committee had a big fight about those five, no? It simply means that the files that were presented to the committee did not convince the committee that tenure was warranted. And, the Provost's Office then went back and consulted further with the deans, further with the department chairs, and in some cases the information they got resolved the issues that FACTA had found. I don't think there was any case of which I am aware where FACTA disagreed with the eventual decision that the Provost made. And so, I think it's very important when you look at those numbers to realize what they mean, which is not that we have been having knock-down, drag-out fights with the Provost, because in general, we have not. It's been totally collegial kind of enterprise, which I do believe and hope is helpful to you."

Provost Martin: "Very helpful."

Dean Walcott: "So that's my report on FACTA. The Faculty Governance Committee produced its report. The University Faculty Committee has been working on it. To do some of the things that are required, we are going to have revise that wonderful document known as OPUF, which is the regulations for faculty governance. And to change OPUF it turns out to be a simple and straightforward procedure. All that has to happen is the University Faculty Committee has to propose the changes. It has to then come to this body, which approves it. If this body approves it, it goes to a meeting of the entire university faculty, which has to by majority vote approve it. If that group approves it, it then goes by mail ballot to the entire university faculty. So given this simple and straightforward process, we thought we would try and combine all of the changes that need to be made to OPUF in one great big steaming heap, which we could then run through this process. Stay tuned. That will come in due course to this group. But, it's not a simple matter and one of the changes that might possibly be worth thinking about is changing the process to change OPUF, because it strikes me that this one is awkward in the extreme.

"Finally, I need to report to you the results of last spring's meeting. You may remember that in May we did not have a quorum at this body, and there were two important resolutions that came up. There was the resolution to establish a new PhD program in Human Behavior and Design. This was discussed by the committee, by this group, which was acting kind of a committee of the whole. We took a straw vote just for our own enlightenment since we are not allowed to vote. It was overwhelmingly approved, as was the report from the Committee on Academic Freedom and Professional Status of

the faculty on job-related faculty misconduct, familiarly known as the suspension policy. That got the same treatment. And then the University Faculty Committee, acting as it is charged to do, approved both of these resolutions and set them forward. So I am reporting this activity of the University Faculty Committee, which in its inimitable fashion approved of what the body, though not a quorum, had suggested. And that is my report.

“Are there any questions?”

“Now I will call for approval of the minutes of the April 11th Faculty Senate meeting. Since there wasn’t a quorum in May there are no minutes. So how about the 11th of April 2007 Faculty Senate meeting. It is moved to be approved. Is there anybody with any objections? Hearing no objections, I ask for unanimous consent. Say aye, please. Anybody say no. Good.

Minutes approved.

“Now I call on Associate Dean and Secretary of the University, Brad Anton for a report of the Nominations and Elections Committee.”

Associate Dean Anton: “Charlie, may I ask something? The minutes from the April meeting could not be approved at the May meeting because we did not have a quorum. The minutes from the May meeting can they be approved now also?”

Dean Walcott: “They can’t be. Because there was no meeting so there’s nothing to approve. The notes from the meeting are on the web but they may not approve them because there wasn’t a quorum.”

4. NOMINATIONS AND ELECTIONS COMMITTEE REPORT

Associate Dean Anton: “I am pleased to present the report from the Nominations and Elections Committee (Appendix 1). As is usually the case we will sort of move this by you with a brief view of each page. While these are up, I would like to thank particularly Sandie Sutfin, who helps us out in the Dean’s office, and the people on the Nominations and Elections committee. I also want to thank the chairs of the various committees. We picked new chairs this summer and we are very thankful for those of you who agreed to serve in those roles and put in the extra effort.

“Also I want to tell you that you will be receiving in the mail, I think in about a week, a canvas for the Dean of the Faculty election. Charlie will be finishing his term at the end of the year, and we need to find a replacement. I encourage you to read that and think about it carefully and forward your recommendations to the Nominations and Elections Committee.”

Dean Walcott: "We have now seen the list of candidates and I think we need to ask for approval of this report from Nominations and Elections. All those in favor say aye. All those opposed say no. Excellent.

Approved.

"Now we come to the important part, that is the election of a new speaker and I call on Professor Anton."

6. ELECTION OF SPEAKER

Associate Dean Anton: "Last spring we asked for nominations for people to serve as Speaker of the Senate. We were left in a little bit of an odd situation in that our Speaker from last year, Barbara Knuth, was not interested in serving another term. She did a good job for us, and we are very thankful, but our Speaker Pro Tem, who might an obvious person to follow-up, took a job at another university and left.

"We received only one nomination for a person to serve as Speaker, and we contacted that person, Professor Steven Beer from Plant Pathology, and asked him if he would be interested in serving as Speaker. He said yes, indeed he would. He was here and I asked him to leave. That was the one nomination received and the person who is an enthusiastic volunteer. I can take nominations from the floor if there is anyone else you would like to nominate. If not then I ask that we take vote now to accept Steven Beer to be speaker of the Senate this year."

Dean Walcott: "Technically this has to be done by mail ballot. But under the circumstances and due to the fact that this is such a hotly contested race, I thought perhaps we could actually just do it by a show of hands. All in favor of Professor Beer raise your hand. All opposed.

Unanimous approval.

Dean Walcott: "The next item on the agenda is Senator Stein and he wants to talk about the Resolution to Reaffirm Senate Support that Cornell Establish a University Club (Appendix 2)."

7. RESOLUTION TO REAFFIRM SENATE SUPPORT THAT CORNELL ESTABLISH A UNIVERSITY CLUB

Professor Peter Stein, Physics: "I think that usually you know a resolution, I've sort of learned this new poetry. I am not much interested in poems, but the whereas clauses, whereas, whereas, has sort of a nice poetic quality. I have come to like whereas clauses. But most people think that that's sort of just like window dressing that you put on a resolution - therefore be it resolved and they look at that. But I would rather talk about

the whereas clauses if we have them. Do we have them? Because I think the whereas clauses tell the story. The first says whereas the Senate in its March 2003 meeting strongly supported the recommendations of the University Club Task Force that Cornell establish a University Club with the mission, characteristics and capabilities described below. The point there is in 2003 is four and one half years ago. That resolution was passed four-and-one-half years ago.

"The next one – whereas the opening of a University Club seems as distant in September 2007 as it did in March 2003. That's sort of a flat statement without much emotion. I am the author of these whereases. That seems to be to be a reasonably good description of what has happened over the past four-and-one-half years.

"And whereas, each year the number of possible sites for a University Club diminishes as space is committed to other uses. In this report that we submitted we talked about a variety of possible sites that could be used for a University Club. A University Club must by its nature be in the center of campus. You can't put it out at East Hill Plaza. Or you can't put it out at a place where you can't get to, or else will not fulfill its function and will fail financially. It must be in a place where people can walk to. And there are, as you know limited sites that are accessible to all faculty. And when we did this report in 2003 we wrote down something like, I don't know, five, six, seven sites of which two or three have now disappeared. As space is devoted to other activities it becomes less and less possible to fulfill this.

"And, whereas in 2002 the Cornell University Club Task Force presented to the administration a viable plan to establish a financially self-supporting club at Cornell based on its study of the characteristics and finances of successful clubs at a number of universities. The crucial word there is viable. It did present a plan, and viable is an adjective I put in. So you might say, "Well, how do you know it was viable" because many people say, "Well, you can't have one. It won't work. It won't support itself. This campus will not support this activity." This plan was carefully looked at by a number of people, by people that manage other university faculty clubs. At the time I was either a Faculty Trustee or a Dean of the Faculty or something like that, I can't quite remember in 2002, and had access to Trustees. We had a Trustee at that time that made millions, billions erecting resorts and hotels and so forth around the world, and I went to him and said, "Michael will you take a look at this." I even felt embarrassed. I mean we are talking about some trivial little thing with a budget of a million dollars a year, but he took a look at it, and he said it looks good to him. He seriously looked at it and asked me a bunch of questions and was satisfied by the answers. I think this has been seen by a number of people and a number of people with some knowledge of the restaurant/hospitality business, and they have said it looks viable. So that word viable is not just a word I threw in, I think it has been examined and the conclusion is supported by the people who looked at it. And,

"Whereas, the newly developed Cornell University Comprehensive Master Plan has identified the lack of social space and opportunities for faculty and staff as a major problem for Cornell. That is in fact true. That's what I heard when I discussed the University Club with the people who are doing that plan. They said do consider that to be a major problem. I consider it to be a major problem. I certainly know that in the fifty years that I have been part of the Cornell faculty, the opportunities for social interaction from people outside your department have decreased. And, my only conclusion is that that is a problem for Cornell, that we would be a better place if in fact there was a greater social cohesion.

"And, whereas the overriding goal of the University Club is to create social space and opportunities for faculty and staff. That is the way the plan is written. A University Club is not supposed to be a cheap place to go in and have lunch. It is supposed to create an environment, and eating together is, as we all know, is a basic fact of human interaction, and that is a basic social opportunity. But the notion of this is not to feed the faculty. The notion is to give faculty an opportunity to have a place where they can come to without plans, without seeing it listed in the announcements of meetings, where they can come to and find interesting people to talk to and share social interaction doing something that they do every day.

"Therefore, be it resolved that the Senate reaffirms its strong support for the recommendation made by the University Club Task Force in 2002 that Cornell establish a University Club with the following mission and with the following characteristics and capabilities. The mission and characteristics and capabilities are attached to the resolution. If you read them I don't think you will disagree that those are good things to have. Some of you may think they are more important than others, but the notion is, as I say, to provide some sort of a geographical focal-point for social cohesion to give new people that come into the University a place to find some sort of meaningful, social bond with Cornell as an institution, the way that other faculty have a chance of meeting their peers and also the older faculty to somehow pass on the traditions of Cornell. That's what it is supposed to do.

"So we have had some slight progress. And the slight progress is that it was put on the master plan. One of the things they looked at was a place that you might put such a club both in the near term and the far term. It was a little bit complicated, because the plan they have has this massive change of the center of gravity of the University. Meaning that if you are talking about a University Club in the future it's not the same place as the University Club now. That became clear when in fact they came out with place and they said you can put it in the center of campus, at the Dairy Bar. And, I said, "What? At the Dairy Bar? It can't work at the Dairy Bar. Nobody will walk from the Arts Quadrangle to the Dairy Bar for lunch." They said, yes but in the future the Dairy Bar will be the geographical center of the University. Well I suppose that we could then put the whole project on ice and say we don't need a University Club for fifty years and

in fifty we will suddenly come to the center of campus. But, of course if we do that, then the center of campus will be otherwise occupied by things that have already been there.

“So, it did seem to us in talking that we have a problem here at Cornell, mainly a significant lack of social space for faculty and staff. That we need something in the near future in my lifetime and in your lifetimes, not necessarily the same span of time, that will satisfy that need and possibly it should be part of the planning for fifty years from now.

“It has come up that the people say well you think it’s a good idea, but the faculty may not think it’s a good idea. And, the answer was, well, the faculty thought it was a good idea four and one half years ago. The response to that was, well, maybe they don’t now. I don’t know anything to do except to ask you. That is the reason for putting up this resolution. One of the problems this thing has run into is that there’s no advocate for it in the way that there is an advocate for a new physical sciences building, because there’s a small group of faculty who desperately want a new physical sciences building. And, another group that desperately wants an expansion to the hotel school and so on and so forth. These people have got people in the administrative hierarchy who can advocate for them. This is something that is of perhaps minor or limited benefit to everybody instead of a major benefit to a small number of people. And as a result it really has no advocate whose business it is to make sure that that thing happens. The only advocate is this group, I think.

“Therefore, I move this resolution.”

Dean Walcott: “Is there a second?”

Seconded.

Dean Walcott: “Okay. Moved and seconded. Is there any discussion?”

Professor Eric Cheyfitz, English: “Two comments. My own experience at other universities that I have worked at is that these are not the best mechanisms for such interaction. My experience here at Cornell is that the best mechanism for social interaction I have had is in governance on committees and meeting faculty across the campus and interdisciplinary initiatives where people do get together from different departments and actually do engage in sustained activity. The faculty clubs I have been at in the past, the University of Pennsylvania being the one I’ll mention, where I was for ten years, seemed to me to maintain a certain kind of compartmentalization. People come to lunch with people they usually go to lunch with, which are not typically promoting the kind of interdisciplinary or interactive across campus activity.

"The second thing is where are we going to put this thing. Who are we going to displace, if anyone?"

Professor Rebecca Schneider, Natural Resources: "I remember when this came up several years ago and please remind me, was there a survey done to evaluate how many people will be interested in using it? And the reason I ask is that seems if faculty are so busy, we are so spread with so many different things we do, not many take time for lunch to do any business. I see that the Alfalfa Room, Max's, small nearby facilities tend to be the ones we use because they take less time to get to. So one place centrally located you may end up with just the people that are nearby use it. The rest of us are too busy to take that time. So given lifestyles, I think a survey of all the faculty needs to be done to really see who would use that facility."

Professor Stein: "Well, my answer to that Rebecca, is what you don't know, you don't know. It's hard to take a survey. I'm sure you could take a survey in such a way that you would get a positive answer or take a survey in a way that would get a negative answer. But, if you really want some data, when we investigated this five years ago, one thing that became clear is that the Statler Club, which collapsed some years ago, I think it may have been between ten and fifteen years ago, I can't quite remember, but at the time that it collapsed it was absolutely a social center for Cornell. And, it collapsed because of the fact that the landlord that owned it didn't want to support it and raised the rent to a point where it couldn't possibly pay it. But there were at that time a thousand people who had paid memberships to the Statler Club. The thing just collapsed at the end. In the not too distant past, there was a demand, and a demand that translated itself into users. That's number one. And number two, people did argue when we did this study the same thing that you have said. Lifestyles have changed; people don't want this anymore. This is not what they want. We did a survey of the institutions that were used as peers for the faculty salary calculations and discovered that, I forget now, I should have remembered these numbers, but of the, I think eighteen or nineteen institutions that we surveyed, fifteen or sixteen of them had successful, active university clubs at the time. At institutions, which we consider peers and which are as like Cornell as any institution that you might pick, I think the answer is that there was a demand at those institutions. So, you could argue. It's so hypothetical; you could say Cornell is different. Why? Because it's a small town. I have heard people argue all kinds of things. In the best way that we could try to assess that without sending out a questionnaire which I am dubious about the validity of, it seemed reasonable to believe that there was a demand."

Professor Ted Clark, Microbiology and Immunology: "Have you thought about bundling this with, say something that would be more attractive or at least as attractive to the faculty like a fitness center, where people might actually want to go there to work out, have a sauna and then have a drink or something. You might have a bigger draw if

you bundled it with something else that was attractive to faculty and their changing lifestyle.”

Professor Stein: “Yes we did. We talked about day care centers. We talked about the need for a bar. There were other activities, but that was discussed. For instance, the need for some kind of a social space for one’s family. That was another thing. But it’s like a mathematical theorem - once you have it there, you can kind of fix it up. But really what we are talking about now is what they call an existence theorem in mathematics. There is no faculty club. There is no university club. If we could get a decision that yes, yes we will have a university club, then we can interface, too, as to what should that university club be. Should it have a fitness center? Should it have a day care center? What about, how does it interact with graduate students? That’s a very important question. What other kinds of services might it offer? How might emeriti be connected to this? Those are people who tend to have more leisure than younger people. How do you solve the problem of the social needs of younger single people on this isolated, centrally isolated campus? All of those things have been talked about, but at the moment we are not in a position to talk about it, because we don’t have any commitment that we will have such a thing.”

Professor Howard Howland, Neurobiology and Behavior: “I want to say something about the position of a possible location of a faculty club. We have two buildings on this campus, which in the past have had important social functions. One is Toboggan Lodge on the shore of a beautiful lake. The other is a restaurant on the other side or it used to be a restaurant on the other side. It’s now a closed language lab of all things. If we were in Europe they wouldn’t waste resources like this. They would put some very nice restaurant next to them. I don’t know why we can’t consider places like these for our University Club.”

Professor Stein: ‘Well, both of those places have been on the list of things that we have talked about.”

Professor Greg Poe, Applied Economics and Management: “I want to follow up on Rebecca Schneider’s comment and your comment. Correct me if am wrong. My understanding was that the Statler Club collapse is in part due to the fact that a number of faculty were in arrears, that they had not paid their bills for several months.”

Professor Stein: “Yes. I certainly have heard that story. And I tried to follow up that story, and I was told that it was confidential information, so I couldn’t follow it up. But in fact I believe it’s an urban myth. I think that in fact there were perhaps one or two faculty who incurred extremely large bills and those bills were talked about *ad infinitum* by the Statler Board, and I don’t know what the resolution was, but that’s not what made it collapse.”

Professor Richard Burkhauser, Policy Analysis and Management: "I have a couple of comments about my lifestyle. I actually have to teach a class in the building past the dairy bar, so, for me it's distance, but I'm willing to go there, because that's where my students are, although they complain that it's pretty far away, too. I actually spend most of my lunch away from the office at Louis' Lunch. I usually just sit on the steps. I guess we don't have a lot of empirical evidence as you said about this, but one of the things that strikes me as I looked at the people who signed this petition are a broad group and all of them look like me except that are about eight or nine years older. I'm just wondering whether the people who are pushing this are representative of the population of us faculty members now, and whether you really have a sense of the way times have changed in terms of the way we do spend our time and our need for these kinds of activities. It seems to me that university clubs are a thing of the past. I can't imagine spending scarce resources in the center of campus for a university club."

Professor Stein: "Well, let me look at this and see whether they are eight or nine years older. Yes, I guess they are pretty much older."

Associate Dean Anton: "First to the history of what happened to the Statler Club. I remember not getting a bill for like a year and one half, because they said the billing system had broken down, and finally getting a bill and having to write a check for \$600, which was kind of shocking. I think that was part of the problem, that their accounting system was messed up. But that's not what I wanted to ask. I want to ask the Provost something. About four years ago there was all this hoopla about this, and people seemed kind of enthusiastic and committed, and nothing happened. And I wonder is there some fundamental problem? Is it the money; is it the space; is it somebody else's space? Because the Provost's office is putting a bunch of effort into trying to figure out why faculty are unhappy. Something like this maybe would be a natural thing to invest in if there was no problem. What's the problem?"

Provost Martin: "Well, I don't know if I think faculty are unhappy. But we will put that aside for a moment. We worked really, really hard on this. I think even Peter will have to admit that we spent many woman hours, primarily Carolyn Ainsle and Biddy Martin, trying to come up with a plan that would work, including advocating for this with our friends at the Statler and the Hotel School. We also came up with a plan that entailed a subsidy that was so obscene according to the advocates of the faculty club that encouraged us not to spend our money. The reason why it isn't on the list now for a major new building project is because we don't have the money or the space. As long as you asked me a question, it allows me to take issue with one thing Peter said. By the way, I want to say if we had the money to have a really wonderful club of some sort, not so much in the traditional sense, but something that really did have a fitness club, maybe some massage, who knows what, a dance hall, I don't know. I think it would be great, and we do need more social space on the campus. I don't know whether that should take the form of a mini Duffield Halls and physical sciences projects, where

there are large interactive spaces closer to where faculty actually live and work but still interdisciplinary and still open to wide portions of the community. I don't know whether that's the best model or whether one central faculty club is the best model. I'm for anything that promotes interaction and fun. I think that I have proved that over eight years. But, if you want to ask what's more important a physical sciences building or a faculty club, you can say a physical sciences building serves only a small portion of the community, but that's not true. The physical sciences building serves three of the most highly ranked departments at this University, physics, chemistry and applied and engineering physics. A lot of Cornell's reputation and all of its Nobel prizes rest on those three departments. So every single one of us in this room benefits hugely from the effort to sustain a strong physical-sciences campus. If you go to those faculty or even come to some of you who aren't in those units, or if you come to me and say, which should we invest in? Something that will keep our physics, chemistry and applied and engineering physics faculty programs, educational programs, in the top five or a faculty club in roughly the same area of campus. It is a really hard trade off. If somebody says to me would you like to have a great club, I'm not going to say no. I think it's a great idea. But the problem is the trade-offs. One of the early ideas for central location for this club was the A.D. White House. Well, the humanities are, relative to other disciplines nationally, under-funded and invisible. And we are great in the humanities at Cornell. And the idea that we would take the one major resource that our humanists see as having promoted the visibility and health of the humanities and put the faculty club there is just a non-starter. I'm just being blunt and honest with you. These are the kinds of trade-offs that you have to think about. Not just that I have to think about, but we all have to think about. It's not just a small portion of the faculty that we are talking about when we are talking about the humanities, the Society for the Humanities. It's not just a tiny group of people that we are talking about when we talk about whether we are going to have strength in the physical sciences going forward. It's the reputation of the University from which we all benefit, whether it's our field or it's not. Should we have a faculty club? I don't know in what form, but should we have something that promotes more social interaction and more space for innovation and fun? Yes. But I don't see it happening for the next five-to-ten years. That's my honest opinion. Because we have on our list of capital projects too many things that we can't fund that were committed earlier, many of them or most of them before 2002. And even with the Capital Campaign the University doesn't have the sort of endless funding that would allow us to do everything we would like to do. I would like to see it happen and come on to the next list of approved capital projects for the five-to-ten year-out period. But sooner than that is just unrealistic. So, I don't want to be misleading. I think I am for it. President Skorton thinks it's a great idea. I don't know anyone who doesn't think in principle it's a great idea. The question is the trade-offs."

Dean Walcott: "Biddy, thank you. I think we have to call a halt to the questions and we have to go to the vote. We are almost at the end of our time."

Professor Stein: "I think I really should answer that."

Dean Walcott: "Thirty seconds, Peter and no more."

Professor Stein: "Biddy, that's an unfair comparison. Of course, the physical sciences are more important than the University Club. I would never propose that we spend a hundred million dollars on a University Club. You can't trade-off one against the other. The physical sciences building project is a hundred million dollar project."

Provost Martin: "Well you used the comparison."

Professor Stein: "We are talking about a ten million building or something like that. That's the estimate we had. We had a six million dollar estimate five years ago. The way we look at is the trade off if not against the physical sciences building, it's against the wrestling building or a boathouse. We spend five or ten million dollars on lots of things, which one can argue a university club is more important. I think the only trade-off against the physical sciences building is an unfair way of doing it."

Dean Walcott: "Peter, you are out of time. I am going to call the question and ask if all of those in favor of this resolution would indicate by saying aye and all opposed by saying nay.

"I think the ayes have it.

"With that I will call the meeting adjourned. Thank you for coming."

Meeting adjourned - 6:00 PM

Respectfully submitted,

A. Brad Anton

Associate Dean and Secretary of the University Faculty

Appendix 1

Report from Nominations & Elections Committee

September 12, 2007

Academic Freedom and Professional Status of the Faculty Committee

Nick Calderone, CALS
Jerry Hass, JGSM

Academic Programs and Policies Committee

Tadhg Begley, A&S
Bill Crepet, CALS
David Dittman, Hotel
Richard Feldman, A&S

Affirmative Action and Minority Education Committees

Matthew Evangelista, A&S
Linda Nowak, Vet.

Educational Policy Committee

Richard Penner, Hotel
Jeffrey Sobal, CHE
Linda Williams, CALS

Faculty Advisory Board on Information Technologies (FABIT)

Michael Thonney, CALS
Robert Thorne, A&S

Faculty Advisory Committee on Athletics and Physical Education

Tom Brenna, CHE
Tob de Boer, Engr.
Lisa Fortier, Vet.

FACTA

Susan Christopherson, AAP

Shawkat Toorawa, A&S

Financial Policies Committee

Laura Brown, A&S
Donald Campbell, A&S

Institutional Biosafety Committee

Susheng Gan, CALS

Local Advisory Council

Emmanuel Giannelis, Engr.
Sondra Lazarowitz, CALS
J. Ritchie Patterson, A&S

Music Committee

Joyce Morgenroth, A&S

North Campus & Collegetown Council

Locksley Edmondson, Africana Center
Ken Reardon, AAP
Timothy Healey, Engr.

Professor-at-Large Selection Committee

Robert Frank, JGSM
Ronald Kline, Engr.

Sexual Harassment Co-Investigators

Susan Christopherson, AAP
Bernadette Meyler, Law

University Appeals Panel (Presidential Appointment)

Sandra Greene, A&S

University Benefits Committee

Robert Connelly, A&S

University Conflicts Committee

Bruce Ganem, A&S
Mark Sorrells, CALS

University Faculty Library Board

Wilfried Brutsaert, Engr.
Debbie Cherney, CALS
Van Dyke Lewis, CHE
Christian Otto, AAP

University Lectures Committee

Jonathan Ochshorn, AAP

University-ROTC Relationships Committee

Daphne Jameson, Hotel
George Lust, Vet.
John Weiss, A&S

ASSEMBLY COMMITTEES

Campus Planning Committee

Eduardo Penalver, Law
Patricia Pollak, CHE

Codes & Judicial Committee

Kevin Clermont, Law
Robert Kay, Engr.

University Assembly

Martin Hatch, A&S
Ellis Loew, Vet.
Randy Wayne, CALS

University Hearing Board

Ashim Datta, CALS
Timothy DeVoogd, A&S
Cynthia Hazan, CHE
Arnim Meyburg, Engr.
Jeevak Parpia, A&S

APPENDIX 2

**Resolution to Reaffirm Senate Support that
Cornell Establish a University Club**

Whereas, The Senate, in its March 2003 meeting, strongly supported the recommendation of the University Club Task Force that Cornell establish a University Club with the mission, characteristics and capabilities described below, and

Whereas, The opening of a University Club seems as distant in September 2007 as it did in March 2003, and

Whereas, Each year the number of possible sites for a University Club diminishes as space is committed to other uses, and

Whereas, In 2002 the Cornell University Club Task Force presented to the administration a viable plan to establish a financially self-supporting club at Cornell based on its study of the characteristics and finances of successful clubs at a number of universities, and

Whereas, The newly developed Cornell University Comprehensive Master Plan has identified the lack of social space and opportunities for faculty and staff as a major problem for Cornell, and

Whereas, The overriding goal of a University Club is to create social space and opportunities for faculty and staff,

Therefore, Be it resolved that:

The Senate reaffirms its strong support for the recommendation made by the University Club Task Force in 2002 that Cornell establish a University Club with the following mission and with the following characteristics and capabilities.

Respectfully Submitted,

Harold Bierman, Jr., Senator, JGSM
Howard Howland, Senator, Neurobiology & Behavior
Jane Marie Law, Senator, Asian Studies
Alan McAdams, Senator, JGSM
Richard Schuler, Senator, Economics
Peter Stein, Senator, Physics
Richard Talman, Senator, Physics

September 4, 2007

Mission of the Cornell University Club

In 1921, president Nicholas Murray Butler of Columbia University created the Columbia Faculty House to provide a place and a setting that would bring together "scholars having diverse intellectual interests ... in a social unity that will both increase their satisfactions and add to their influence in the community as individuals or as a group The Faculty House ... is as much a part of the equipment of the University as is a library or laboratory". Because Cornell in 2003 is far more complex, broad and diverse than Columbia was when those words were written, the goal of a university club, to forge a social unity and increase the satisfaction, effectiveness and cohesiveness of its faculty and staff, is even more vital to Cornell's well-being today than it was to Columbia's in 1921.

A Cornell University Club that fulfills its purpose will be far more than a good restaurant. Its aim will be to become a symbol of what Cornell is, a place whose appearance, style, ambiance and programs will foster and reinforce a sense of fellowship between the men and women whose joint and separate labors make Cornell great.

The Cornell University Club will be a key element of the University. Faculty and staff will find it a convenient and attractive hub for meeting, talking and dining with friends and colleagues from across the campus. Its dining facilities will present opportunities for scholarly discourse, administrative matters and social interactions. It will make a major contribution to strengthening members' sense of community as well as pride in and allegiance to Cornell. It will serve as the University's premier venue to welcome and entertain visiting scholars, corporate leaders, recruiters, alumni and donors. It will contribute to the intellectual climate and work of Cornell by hosting lectures of general interest to faculty and staff, receptions, and departmental retreats. Faculty and staff will find it a welcoming place in which to conduct business or to honor special occasions and accomplishments. New faculty and staff, with limited initial social opportunities, will acclimate to the Cornell community through its congeniality. The Cornell University Club will further provide faculty and staff a convenient opportunity to bring their spouses and children into the university environment, and in so doing, demonstrate Cornell's commitment to family.

In summary, the Cornell University Club will be a cornerstone of the Cornell community.

Characteristics and Capabilities of the Cornell University Club

The club will be a membership organization open to all faculty and staff, housed in a rent-free architecturally significant facility, located no more than a five-minute walk from Bailey Circle (the geographical center of the Cornell faculty). The club will be a self-governing unit within Cornell, with responsibility for its financial affairs. It will not receive financial support from Cornell beyond in-kind contributions for major structural repairs and utilities. It will have the capability to provide distinctive, high quality food and beverage service, maintain a comfortable and up-scale ambience, and attract a substantial special function revenue from its members. In its appearance and programs, it will visibly demonstrate alignment with Cornell's quality, traditions and character. It will occupy roughly 12,000 net square feet, and will have a maximum seating capacity of 250 diners.