

CORNELL REPORTS

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Summer Issue

Three Begin Service on University Board of Trustees

Three new members joined the Board of Trustees during its June meeting, held in conjunction with the University's centennial Commencement and annual Reunion program.

Charles E. Treman, Jr., '30, the fifth member of the renowned Ithaca family to serve as a trustee, was elected to a five-year term by members of the Alumni Association. Walter G. Barlow '39 was elected by the alumni to serve the remaining two years of the unexpired term of the late William Littlewood '20. The trustees elected Charles E. Dykes '36 to the Board for the first time.

Mr. Treman is president of the Tompkins County Trust Company in Ithaca, Mr. Barlow is president of Howard Chase Associates, Incorporated, a New York City management consulting firm, and Mr. Dykes is financial vice president of U.S. Gypsum Company in Chicago.

Other trustee membership actions included the reelection of H. Victor Grohmann '28 as an alumni trustee, reelection by the Board of Charles T. Stewart '40, the present chairman of the Executive Committee; the election by the Board of Philip Will, Jr., '28, whose term as alumni trustee expired in June, and Governor Nelson A. Rockefeller's reappointment of Robert W. Purcell '32 to a five-year term. Mr. Purcell succeeded Arthur H. Dean '21 as chairman of the Board.

Two retiring trustees were named St. trustees emeritus and were awarded the Cornell Medal. They were Walker L. Cisler '22, a trustee for 18 years and



Charles E. Treman, Jr.



Walter G. Barlow



Charles E. Dykes

chairman of the Executive Committee for eight years, and Leslie R. Severinghaus '21, who had been a trustee for 11 years and was chairman of the committee that nominated James A. Perkins for the University presidency.

One of the highlights of 1968 Reunion activities was the announcement of a new chair in international relations endowed by John S. Knight '18, a trustee emeritus and Presidential Councillor. Creation of the John S. Knight Professorship of International Relations was announced at the fiftieth reunion dinner of his class.

Mr. Knight, president and editor of the Beacon Journal Publishing Company in Akron, Ohio, and editorial chairman of Knight Newspapers, Incorporated, recently was accorded a unique honor in the world of journalism. He and two newspapers in the Knight group scored an unprecedented clean sweep of the 1968 Pulitzer Prizes for journalism. Mr. Knight was awarded the Prize for his editorial writing.

More than 1,800 alumni returned to Ithaca for the program which took on a muted tone due to the death of Senator Robert F. Kennedy. The best-attended panel discussions dealt with the Negro in higher education, the United States in Asia, human transplants, and exciting discoveries by radio astronomers working at the Arecibo observatory.

Tours of the recently completed 10 billion volt electron synchrotron drew 2,000 visitors to the Laboratory of Nuclear Studies facility under Upper Alumni Field.

Alumni Fund Sets New Giving Record

Cornell alumni have been receiving plaudits for the spectacular gains the Cornell Fund has made in the past two years. Results of the 1967-68 Fund effort established another new record for University annual giving programs with total receipts of \$2,404,472.

Fund Chairman Robert W. Purcell '32, who is also chairman of the Finance Committee of the International Basic Economy Corporation and the newly elected chairman of the University Board of Trustees, noted that the achievement of the 1967-68 drive "means that our annual Cornell Fund has grown by \$1 million in just two years, a 72 percent increase that to our knowledge can't be matched by any other major university in the country."

The Fund received \$1,403,431 in 1965-66. The final total for 1966-67 was \$1,945,075.

The Fund's success obviously accounted in part for Cornell's superior position in a survey of gifts to universities conducted by the American Alumni Council and the Council for Financial Aid to Education. The survey placed Cornell fourth among the nation's institutions of higher learning in total voluntary support received in 1966-67, with \$23.1 million. The University ranked behind only Harvard, Yale, and the huge University of California complex.

The efforts of some 4,500 alumni volunteers working in the class and area organizations also resulted in a marked increase in the number of donors to the Fund in 1967-68. The number of alumni and friends who made gifts rose to 24,482, an increase of 4,000 over the 1966-67 total.

Commenting on the campaign's success, President James A. Perkins said, "It is most encouraging to my colleagues and me that growing numbers of Cornellians are assuming responsibility for keeping the University moving forward, independent, and committed to Cornell's historical standards of excellence. This exceptional loyalty

of our alumni is the source of the optimism and confidence about tomorrow that pervades the campus today."

The President added that goals of \$3 million and at least 30,000 donors have been set for the 1968-69 Cornell

Fund, due to be launched in the fall.

The national chairman will be Gilbert H. Wehmann '28, a partner in the New York investment banking firm of White, Weld and Company and a University trustee.

Gardner Deplores 'Savage Crossfire' In Hundredth Commencement Address

John W. Gardner, former Secretary of Health, Education and Welfare and now chairman of The Urban Coalition, warned Cornell's one hundredth Commencement class that human institutions of this century are in danger of being destroyed "in a savage crossfire between uncritical lovers and unloving critics."

In a break with the past prompted by the occasion of a centennial observance, Mr. Gardner was invited to take the place of the University President as the principal speaker at Saturday evening exercises for 2,703 degree candidates. Plans to conduct the exercises on the Arts Quadrangle were cancelled because of weather conditions.

In addition to the degrees awarded in Ithaca, twenty more than the number awarded in 1967, 165 degrees were awarded during separate exer-

cises in New York City to graduates of the Medical College, the Graduate School of Medical Sciences, and the Cornell University-New York Hospital School of Nursing.

Mr. Gardner assumed the role of a twenty-third-century scholar to project what could happen in the critic-lover crossfire. "Those who loved their institutions tended to smother them in an embrace of death, loving their rigidities more than their promise, and shielding them from life-giving criticism," while on the other side "there arose a breed of critics without love, skilled in demolition but untutored in the arts by which human institutions are nurtured and strengthened and made to flourish." The projected result. "The institutions perished."

Mr. Gardner said, "The twenty-third-century scholars understood



One of the more popular panels for alumni during Reunion week — The Negro in Higher Education. Taking part were, left to right, Norman Penny, LL.B. '53, professor of law; Mil Gloria I. Joseph, Ph.D. '67, assistant dean of students; Neville A. Parker '66, a graduate student who served as moderator; Meredith C. Gourdine '52, president of Gourdine Systems, Inc., and Andrew Hacker, professor of government.

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that where human institutions were concerned, love without criticism brings stagnation, and criticism without love brings destruction. And they emphasized that the swifter the pace of change, the more lovingly men had to care for and criticize their institutions to keep them intact through the turbulent passages.

"In short, men must be discriminating appraisers of their society, knowing coolly and precisely what it is about the society that thwarts or limits them and therefore needs modification. And so must they be discriminating protectors of their institutions, preserving those features that nourish and strengthen them and make them more free. To fit themselves for such tasks, they must be sufficiently serious to study their institutions, sufficiently dedicated to become expert in the art of modifying them.

"Having arrived at these judgments, twenty-third-century leaders proceeded to redesign their own society for continuous renewal. Commenting on the debt they owed to the twentieth-century experience, one of them said: 'It is not just that we have learned from twentieth-century mistakes. We have learned from twentieth-century insights. For in that troubled time there were men who were saying just what we are saying now. Had they been heeded, the solutions we have reached would have come 300 years earlier. But no one was listening.'"

While examining the historical development of human institutions, Mr. Gardner noted that men progressed from a belief that "all the major features of their lives were determined by immemorial custom or fate or the will of God" to the firm conviction that they could "have a hand in shaping [their] institutions."

He said the new views were immensely exhilarating, "but more recently another consequence has become apparent: the new views place an enormous—in some instances, an unbearable—burden on the social structures that man has evolved over the centuries. Those structures have become the sole target and receptacle for all man's hope and hostility. He has replaced his fervent prayer to God with a shrill cry of anger against his

own institutions. . . .

"Men can tolerate extraordinary hardship if they think it is an unalterable part of life's travail. But an administered frustration—unsanctioned by religion or custom or deeply rooted values—is more than the spirit can bear. So increasingly men rage at their institutions. All kinds of men rage at all kinds of institutions, here and around the world. Most of them have no clear vision of the kind of world they want to build; they only know they don't want the kind of world they have."

Mr. Gardner reviewed the obstacles to and poor attempts at badly needed institutional change and then, in the pose of the twenty-third-century scholar, said that the true task was "to design a society (and institutions) capable of continuous change, continuous renewal, continuous responsiveness."

The twenty-third-century scholars "understood that this was entirely feasible; indeed, they noted that the twentieth century had hit upon a number of partial solutions to the problem of designing self-renewing institutions but had never pursued the task with adequate vigor. . . .

"Because of their failure to design

institutions capable of continuous renewal, twentieth-century societies showed astonishing sclerotic streaks. Even in the United States, which was then the most adaptable of all societies, the departments of the federal government were in grave need of renewal; state government was in most places an old attic full of outworn relics; in most cities municipal government was a waxwork of stiffly preserved anachronisms; the system of taxation was a tangle of dysfunctional measures; the courts were crippled by archaic organizational arrangements; the unions, the professions, the universities, the corporations—each had spun its own impenetrable web of vested interests.

"Such a society could not respond to challenge. And it did not."

Copies Available

Copies of Mr. Gardner's Commencement address are available to anyone who wishes to read the complete text. Copies may be obtained by writing to the Office of Public Information, 114 Day Hall, Cornell University, Ithaca, N. Y. 14850.

Robert H.
Elias



Elias Is Appointed To Professorship

Robert H. Elias has been appointed Goldwin Smith Professor of English Literature, succeeding William M. Sale, Jr. Mr. Sale, who had held the chair since 1959, retired in July as Goldwin Smith Professor Emeritus.

Mr. Elias has been a member of the Cornell faculty since 1945. A native

of New York City, he earned degrees at Williams College, Columbia University, and the University of Pennsylvania. He taught both English and history at Pennsylvania before coming to Cornell. He was named professor of English in 1959, when he also became the first holder of the Ernest I. White Professorship in American studies.

Formerly head of American studies, he had been secretary of the University Faculty since 1959.

The Goldwin Smith Professorships are among the oldest and most honored academic chairs at the University. The original five were established in 1912 with an endowment received from the estate of Professor Goldwin Smith, and the original areas of study covered were Latin, American history, English history, English literature, and political science. Some designations have been changed, and others have been added over the years.

John Gardner Guest Speaker at University's



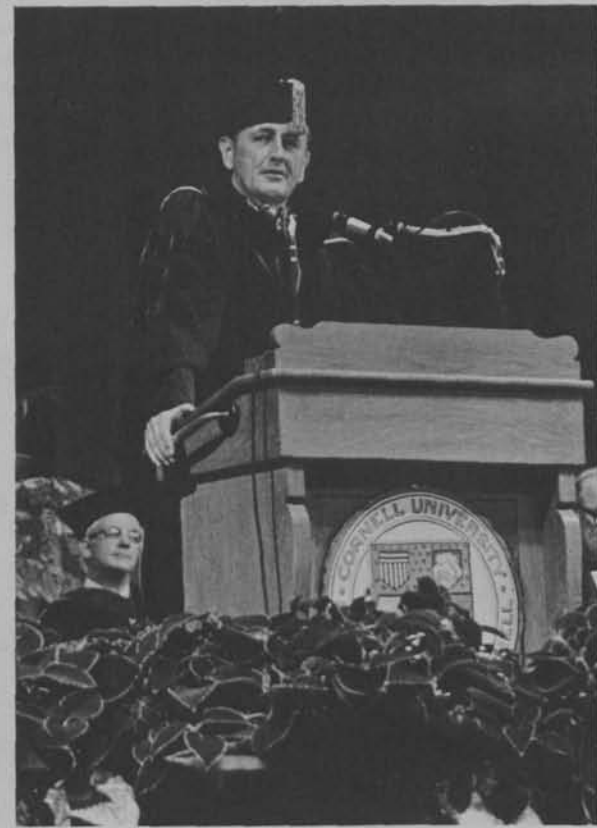
John W. Gardner, former Secretary of Health, Education and Welfare, marches to the rostrum with President James A. Perkins to give Commencement address.



University Marshal Blanchard L. Rideout, front, and Macebearer George H. Healey lead the graduates past Teagle Hall en route to University's one hundredth Commencement exercises.



Caps and gowns replace ice skates and sticks on the floor of Lynah rink as more than 2,700 degree candidates find their places for the procession to Barton Hall. Striped gowns are those worn by the new doctors from the Veterinary College.



John Gardner impresses upon the graduates that human institutions may perish "in a savage crossfire between critical lovers and unloving critics."

Centennial Commencement



A crowd which took up all available standing room packed Barton Hall when the University broke with tradition to hold its one hundredth Commencement on a Saturday evening rather than Monday morning. The change also eliminated the traditional Sunday baccalaureate service.



Members of the Glee Club applaud as Arthur C. Kaminsky '68 receives from Peter G. Pierik '52, president of the Federation of Cornell Men's Clubs, the Federation's twenty-second annual award to an outstanding senior.



Edwin Smith Hall is bathed in light for the University's first evening Commencement. Plans to conduct Commencement exercises on the Arts Quadrangle had to be canceled because of rain-soaked grass.



A silhouetted senior bids good-by to historic Morrill Hall and the Arts Quadrangle, if not to his girl, following the unusual Saturday evening Commencement.

Department of Construction Organized

A reorganization of his department has been carried out by John E. Burton, Cornell's vice president for business, to bring about a more effective integration of construction, purchasing, and plant operations for the University.

The Board of Trustees approved the appointment of two assistant vice presidents for business and the creation of a new Department of Construction as part of the reorganization.

Robert M. Matyas '52, one of the new assistant vice presidents, was named to direct the Department of Construction, which will be responsible for supervision of all contracted construction work on the campus.

Wallace B. Rogers '43, who has supervised all purchasing at Cornell since 1955, was also named an assistant vice president while retaining his title and duties as director of purchases.

Completing the executive staff is John W. Humphreys '36, who was recently named director of the University's physical plant.

In 1965 Mr. Matyas returned to Cornell as associate director of operations to supervise construction of the 10 billion volt electron synchrotron under Upper Alumni Field. Under his supervision, the synchrotron was completed ahead of schedule and considerably under the budget allotted by the National Science Foundation. He became executive officer of the Laboratory of Nuclear Studies in 1967.

Mr. Rogers was named an assistant vice president in recognition of the assistance he has provided Mr. Burton in many areas of responsibility. He was, for example, the vice president's principal assistant in supervising completion of the complicated Arecibo Ionospheric Observatory in Puerto Rico, which the University operates under the sponsorship of the Air Force Office of Scientific Research.

As director of purchases, Mr. Rogers administers a purchasing program that has reached a volume of \$13.5 million annually. Among the areas under his supervision are purchases for the statutory as well as the endowed colleges, the maintenance of general and scien-

tific stores, the capital equipment inventory program, and government property inventory control.

Mr. Humphreys was an assistant director of the Department of Buildings and Properties for ten years before assuming the directorship earlier this year. He has been a member of the University staff since 1939, progressing in duties from planning assistant to his present post. In recent years he has been in charge of the Design Division, maintenance, scheduling, and departmental relations.

His wife, Alice K. Humphreys, is known to many alumni as administrative aide to the Cornell University Council.



Stuart M.
Brown, Jr.

Stuart Brown, Jr. Is Vice President

Stuart M. Brown, Jr., '37, dean of the College of Arts and Sciences for the past four years, has been named vice president for academic affairs at Cornell. Mr. Brown will succeed Robert L. Sproull '40, who resigned to accept the post of provost and vice president at the University of Rochester.

Mr. Brown, an authority on the philosophy of ethics and political theory, served ten years as chairman of the Department of Philosophy before his appointment as dean in 1964. He first joined the Cornell faculty in 1942, the year he received a Doctor of Philosophy degree from the University.

Before that he had held a teaching post at Massachusetts State College, now the University of Massachusetts, and served three years in the United States Army during World War II. From 1950 to 1954 and from 1959 to 1961 he was managing editor of *The Philosophical Review*, a scholarly journal

published at Cornell.

Mr. Sproull will leave the University in the fall after thirty years in Ithaca as a student, teacher, and administrator. He will assume the duties of the University of Rochester's second highest office.

Resler Says Boom Can Be Tempered

A University aerospace engineer believes sonic boom in supersonic aircraft can be reduced to tolerable levels, a problem aircraft designers have been trying to solve for years. Edwin L. Resler, Jr., director of the Graduate School of Aerospace Engineering and the first Joseph Newton Pew Jr. Professor of Engineering, has produced a design that meets this objective without departing radically from present configurations.

Sonic boom is caused when a supersonic aircraft pushes or compresses air outward as it passes through. This compression creates shock waves which are heard as a boom when they strike the earth.

Mr. Resler says that the shock waves caused by air compressed by an aircraft's wing can be eliminated or reduced by altering slightly the placement of the aircraft's engines. He says that by placing the engine in a proper position in relation to the wing, the engine will draw in a portion of the air compressed by the wing. The air then would be further compressed in the engine.

The column of air leaving the engine as a jet exhaust is smaller in Mr. Resler's engine design than the column of air entering it. In present engines the column of air passing through the engine has a larger cross section when it leaves than when it enters.

Sonic boom may also be caused by the rapid expansion of the engine's exhaust. The smaller exhaust in Mr. Resler's design has the effect of sucking back the outward-flowing air that causes the boom. The contracting exhaust creates a vacuum which induces a flow of that air toward the column of exhaust. Mr. Resler notes that neither the relocation of the engines nor the redesign of the compressor section

involves radical departures from current aircraft-design concepts, and he says it would be possible to eliminate sonic boom totally by designing engines of sufficient cross section.

"But such a design is not feasible in terms of supersonic transport economics," he said. "We can, however, reduce the shock wave effect and its consequent boom to a tolerable level so that overland flights of supersonic transports would be feasible."

The large engines that would be required to eliminate the boom would take up space and weight that are needed for passengers. To solve the problem, Mr. Resler believes it is more practical to have four smaller engines that would make the sonic boom acceptable rather than eliminate it with huge engines.



Geoffrey V.
Chester

Chester New Head Of Solid State Lab

Geoffrey V. Chester, a member of the faculty since 1961, has been named director of the Laboratory of Atomic and Solid State Physics for a five-year term. He succeeds Donald F. Holcomb, who will be on sabbatical leave in England during the 1968-69 academic year.

Mr. Chester is a native of England who earned degrees at the University of Edinburgh and King's College, University of London. He came to the United States in 1954 as a research fellow at Yale University and was a research fellow at the University of Chicago. A leading authority on liquid helium, he also served as a senior lecturer at the University of Birmingham before joining the Cornell faculty.

The Laboratory of Atomic and Solid State Physics was founded in 1960 to promote advanced study in solid state physics. A relatively new field, solid state physics is often identified in its

connection with the development and study of transistors. The laboratory is

housed in the University's recently completed Clark Hall of Science.

President Perkins Warns Society Must Recreate 'Progressive Style'

President James A. Perkins spoke in June at the University of Notre Dame commencement where he shed light on the causes of the problems confronting the universities of the nation and the world.

Offering the thesis that "the institutions that emerged from the social revolution of the 1930's have become the establishment of the 1960's," he said, "What was viewed as great progress by my generation is now viewed as a gigantic conspiracy by the next. Neither side of the imperfect dialogue between these two generations has yet faced up to this fundamental difference in view, and therefore neither side is prepared to deal with it."

Mr. Perkins said, "The result is explosive frustration on the one hand and defensive appeals for law and order on the other. We must find ways to break the jam-up. . . . we can only re-establish a progressive society by recreating a progressive style and momentum."

He said the revolutionists of the thirties turned their revolution into a conservative status quo in three ways "which seem to me to be highly relevant to the current troubles."

"The first was by creating a successful rapprochement among the four major institutions of our society—government, business, labor, and the university. The second was by turning the management of this increasingly interconnected enterprise over to neutral experts. The third was by making the new system work in terms of its major objectives—full employment and a steadily rising gross national product."

Outlining the way in which hard-won collaboration between government, labor, business, and the university was accomplished, Mr. Perkins noted that it led to another development: "As these powers began to understand and to depend on each other, they also became less critical and combative. The growls of labor

and management at the bargaining table are but a distant echo of the open warfare of the thirties—and the personalities, I might add, a whole lot less colorful. The bitterness between government and business has softened to the point where they regard each other as partners in managing a stable and growing economy."

"As for the university, its relations with government, the corporation, and the labor union—opened up originally so that trained intelligence could be applied to the major social problems of the nation—have now made it increasingly a party to the whole treaty. The university has been accused, with some justice, of understanding the points of view of government, business, and labor all too well. The price has been the muting of the role of the university as social critic."

He said the new reformer, who sees a web of indistinguishable, faceless institutions, "feels that the establishment is so preoccupied with its own mission that it has become deaf to those who are shouting that the whole show is heading in the wrong direction."

The reformer "feels often that the only way he can be heard is to yell and, if that doesn't work, then to throw a monkey wrench into the wheels. At least someone will then come to find out what went wrong."

While the revolutionaries of the thirties were developing their institutions, "neutrality became the order of the day, and the expert became the real manager of the new establishment," Mr. Perkins said.

"But neutrality is frustrating to the young. In its concerns for peace and justice, today's generation has found that not only are society's major institutions engaged in tacit accommodation with each other, they are also silent about the most vital preoccupations of the young. Accommodation and neutrality are two things standing smack in the way of everything that

concerned young people care about most."

Mr. Perkins said that "perhaps most crucial of all, the great social revolution of the 1930's was a success — a stunning success. The economy did recover; the breadlines disappeared; jobs largely, if not entirely, replaced direct relief; social security was extended to almost everyone; and the Second World War only increased the pace of industrial development.

"Government *did* become more realistic and business more conscious of the human equation. Labor and management have learned to settle most of their disputes over the bargaining table rather than through strike or lockout. And all have made increasing use of the trained manpower and research findings of the university.

"But success was necessarily measured by the objectives, which were full employment, greater social security, and an expanding economy. That these have been obtained to a considerable degree has made it particularly difficult for the managers of this revolution

to be receptive to criticism. It illustrates the old saw that there is no one more conservative than the reformer defending his own reform.

"That's why we have been so bedazzled with the success of our revolution that we have had great trouble recognizing the new needs, new imperatives, and new purposes now crying for attention. But it is just not good enough to tell the new revolutionists to be quiet and admire the rising GNP.

"It is these factors, then, that are in my judgment at the root of our contemporary dilemma. Today there are ambitions rampant that will in all probability be too powerful for the old doctrines of consensus and administrative neutrality to cope with. The Negro is saying that accommodation and neutrality are not good enough if they deny me social equality. The nineteen-year-old facing the draft says that accommodation and neutrality are not good enough if they force me to fight a war I neither understand nor approve. The poor are saying that accommodation and neu-

trality are not good enough if they cannot provide us with bread and work.

"Clearly," Mr. Perkins warned, "both the institutions and the doctrines these institutions have lived by will have to change. . . . Institutions can bend to any purpose we want them to. Corporations do not serve the same people in the same way they used to, and it is unlikely that they will follow the same patterns in the future.

"What is needed, however, is to bring progressive individuals into positions of power in all our institutions. The easy answer is either to smash them or to call for more law and more order. The really tough answer is to inject all our institutions with a new spirit, ready to serve a progressive will.

"The structure of our society, I think you will find, is not so rigid after all. It is flexible enough to change. And I hope you will be among those of us who intend to change it."

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