

NEW YORK STATE
COLLEGE OF VETERINARY MEDICINE
CORNELL UNIVERSITY ITHACA, NEW YORK

Seasons Greetings

DECEMBER, 1975

DEAR ALUMNI AND FRIENDS OF THE COLLEGE:

The end of 1975 is rapidly approaching and I am reminded of the fact that in the traditional annual message last year I suggested that changes would be made in communicating with you. My intentions were excellent but subsequent events have delayed their implementation. This letter, therefore, will attempt to bring you up to date on events of the past year with the commitment on my part to improve means of dialogue in the months ahead.

This past year has been exciting to say the least for it has been unlike any period of time in our history. Social and economic pressures have taken a toll on all segments of the College, affecting faculty, staff and students alike. I need not discuss the monumental problems facing the City of New York as it moves from crisis to crisis in an attempt to stave off defaulting on its debts. The effects on the State of New York and all of its citizens have been profound for no college or university, whether public or private, has been left untouched. Within a span of one year we have experienced two budget cuts and a like number of rulings which freeze all positions supported by the State of New York. And all of this has occurred at a time when the rate of inflation here at the College, as measured by continuous monitoring of costs, has risen 39%, the need to develop and expand areas of clinical specialization has reached crisis proportions and pressures for admission of students to the College has reached an all time high.

On the positive side I can report that, on balance, we are weathering the storm and perhaps have even turned the corner for I sense an increased awareness of the need to work together in resolving our problems. The faculty and staff have both been cooperative and enthusiastic in initiating new programs, developing expanded sources of support for ongoing needs, and otherwise accepting the challenges of the times. We cannot help but be stimulated by the outstanding students with whom we are privileged to work for they have been selected from the largest, most highly qualified group of applicants ever experienced by this College or, indeed, the entire veterinary medical profession. Continuing on the positive side, I would like to relate some of the events of the past year:

We have a new name. Following approval by the faculty, Boards of Trustees of Cornell University and the State University of New York, legislation was introduced which updated the Charter of the College and changed its name to the New York State College of Veterinary Medicine. I am pleased to report that the Bill, introduced by Assemblyman Gary Lee, was approved by both Houses and signed into law by Governor Carey. It is our belief that the new name more clearly reflects the goals and responsibilities of the College as a component unit of the Health Sciences of the State and nation. Within the State University system, we will be working directly with the Provost for the Health Sciences and thus developing closer liaison with the other State medical programs. In this context a clearer understanding of educational needs, requirements for space and realignment of salary structure should be achieved.

Following months of discussion and negotiation, we have established a separate office of public relations and development. Mr. Edward (Ned) J. Trethaway, formerly responsible for Corporate relations and financial support for Cornell University, has accepted the post and is in the process of establishing the program. We will work with the Office of the Vice President of Public Affairs for Cornell, relying heavily upon their expertise and resources as we proceed. Ned will also work closely with the College Alumni Association where much needs to be done to review, catalogue and update the archives of the College. As you are perhaps aware, Emeritus Professor Ellis P. Leonard has undertaken the monumental task of beginning to write the history of the College, assembling facts, photographs and other memorabilia which will serve as the nucleus for his book as well as the alumni office. We are trying to find appropriate space within the College for this purpose where alumni may return and leisurely browse through records of past events which are of interest or perhaps merely find a pleasant place to rest or read in solitude.

Speaking of public relations we did achieve a major degree of success this past year with the publishing of the Annual Report of the College. Those of you who have received the report appreciate the fact that it was radically changed in content and style in an effort to improve acceptance and readability by alumni, friends, legislators or others who have an interest in the College. It was beyond our greatest expectation to find that, in competition with colleges and universities throughout the country, it achieved a first place award in the Annual Report category. An appropriate plaque has been received and is prominently displayed in the Hagan Conference Room. In a similar vein the Announcement developed for Graduate Study in Veterinary Medicine was completely revised and it, too, is a handsome publication. Efforts will be made to upgrade other brochures, reports and announcements for they serve as a "window" for the College and for veterinary medicine. I might add that these were upgraded at significantly less cost than the former publications.

Also within the Hagan Room you will find a Steinway Grand Piano given by the family of Dr. James A. Baker in memory of Dr. and Mrs. William A. Hagan. It serves as more than an ornament for I am impressed by the number

of very talented musicians we have here at the College who regularly make use of the piano as a means of personal relaxation and for the enjoyment of friends and colleagues. It is not unusual to find students at the piano well before classes begin in the morning and late into the evening. It has been a superb addition to the College and we are truly grateful to the Baker family. Also in the Hagan Room is a handsome painting by A. F. Tait, entitled "On the Alert" the gift of Mr. Herbert L. Shuttleworth, II, in recognition of the superb professional care provided to a member of his family. According to the curator of the Johnson Art Museum here on campus, we will be vying with the Museum for time to display the painting inasmuch as works by the artist are in great demand.

Within recent days a separate Office of Continuing Education has been established, directed by Dr. N. Bruce Haynes. Bruce will work with the faculty, the New York State Veterinary Medical Society and his counterpart at the University of Pennsylvania in developing programs of continuing education throughout the region. He anticipates actively developing self-learning programs utilizing audiovisual aids, closed circuit television, "hot line" telephone programs, upgrading the use of the Extension Newsletter, expanding the use of short courses and other means to assist practitioners in keeping abreast of the latest developments in the profession. With the support of our superbly equipped Biocommunications Center, an autotutorial facility has been established equipped with individual carrels using slide projectors, tape machines and head phone sets. Some equipment was purchased with funds donated by Professor Emeritus Peter Olafson. Additionally, a modest number of color video playback units have been purchased (one a gift of the Southern Tier Veterinary Medical Association) and a color video camera unit obtained for on-line and video tape recording. I am sure you will be hearing more from Doctor Haynes in the weeks ahead.

Effective July 1, 1975, a separate Veterinary Medical Teaching Hospital was established. We are currently recruiting for a Director of the Hospital and it is anticipated that this appointment will be made within the next few weeks. Mr. Alexander Cheney, former Associate Dean of the College of Arts and Sciences, has been appointed Assistant to the Director of the Hospital and is responsible for all non-professional activities. Chiefs of Clinical Services have been established with Dr. A. (Sandy) deLahunta Chief of Medicine, Dr. F. A. Kallfelz Chief of Radiological and Physical Diagnostic Services, Dr. R. M. Lewis Chief of Pathology, Dr. J. B. Tasker Chief of Clinical Pathology, Dr. K. McEntee Chief of Theriogenology, and Dr. F. H. Fox Chief of Ambulatory Service. For the interim, Doctor deLahunta is also serving as Acting Chief of Surgical Services. Appointed to these services are faculty from all departments throughout the College and some from the University at large. As we move into this new structure there are obvious gray areas of responsibility between the Teaching Hospital and existing clinical departments. These are being resolved through weekly meetings of the Hospital Board, Chiefs of Service and the individual sections. Although a relatively new concept, I believe communication and cooperation has been greatly improved for enthusiasm is high. I am impressed with the dedication

of the clinical staff at this point in time for a significant number of faculty positions remain unfilled. In addition to recruiting a Director for the Teaching Hospital, two surgeons and a radiologist are also under active recruitment. Prospective candidates are now being brought to the campus for interview and we would hope to make final decisions within the next several weeks. Competition for clinical scientists is extremely keen with existing colleges of veterinary medicine expanding and several new colleges actively recruiting staff. The development of a number of specialty boards within veterinary medicine, which parallel to a large extent those found in human medicine, has created tremendous pressures on all colleges. In order to remain in the mainstream of veterinary medicine it is essential that we undertake a carefully controlled development of clinical specialties, including residency training, within the instructional program. Over the months ahead I anticipate significant changes will be made in the operation of the hospital and clinical departments as we seek new approaches to resolve these pressing problems.

Several changes in organizational structure have also been implemented. Dr. Charles G. Rickard was appointed Associate Dean for Academic Programs. Dr. Robert F. Kahrs was appointed Associate Dean for Predoctoral Programs with direct responsibility for admissions, curriculum development, faculty evaluation and student counselling. Although it was my original intent to appoint Associate Deans for Research and Postdoctoral Programs these plans were interrupted by a decision by the State Division of the Budget which adversely affected personnel serving in administrative roles. Until this situation is resolved, we will be unable to develop the administrative structure I believe necessary for part-time involvement of key members of the faculty in meeting the administrative needs of the College. Mr. Robert Radziwon, Assistant to the Dean, has been given greater responsibility for central administrative operations, Dr. Herbert F. Schryver will chair the Committee on Admissions, Dr. Daniel N. Tapper will serve as Director of Minority Programs, Dr. Emmett N. Bergman as Coordinator of Elective Programs and Dr. Leroy Coggins as Director of International Programs.

The Advisory Council of the College is being more actively utilized throughout the year. Monthly mailings are made to the Council in addition to one or two meetings held each year at the College. I am in rather frequent telephone communication with several members of the Council and they have been of tremendous help in a number of areas for which I am most grateful.

Within recent weeks an Equine Advisory Council has been established to guide the development of the Equine Research Park and its programs. The Park, located approximately two miles from the campus on the old Warren Farm property, is under active development. A large dairy barn on the premises has been renovated to accommodate both box stalls and slip stalls for horses and ponies. A research exercise facility has been constructed. Dormitory space has been developed for students. A half mile track for both trotters and runners has been constructed as a part of the research program and major fund raising activity is under way.

With monies received from the State Department of Agriculture and Markets, a \$1.5 million addition is now under construction to house the new State Diagnostic Laboratory. Completion is scheduled for June, 1976. Staffing plans are already under way with recruitment of a Scientific Director now actively being pursued. The person selected will be responsible for the organization and recruitment of laboratory staff. It is my intention to recruit staff in appropriate disciplines at the professorial level, with joint appointments in academic departments of the College as applicable. Although main responsibilities will rest with the Division of Diagnostic Services, a percentage of time will be devoted to both teaching and research in order to make the positions as attractive as possible to superior applicants and fully integrate their activities into the other missions of the College. As presently planned, a total of 14 professorial positions will be filled. When in full operation the laboratory will provide practitioners with the latest, in depth diagnostic support for animal disease available in this country.

In September, Dr. Robert M. Lewis was appointed Professor and Chairman of the Department of Pathology. Formerly with the Tufts University School of Medicine, his work lead to the first comprehensive description of autoimmune hemolytic anemia and idiopathic thrombocytopenic purpura in dogs; the original descriptions of two complex canine immunopathies of unknown etiology, canine systemic lupus erythematosus (SLE) and rheumatoid arthritis; and detailed immunopathological studies of the effects of abnormal serologic response to nucleic acid antigens in human, murine, and canine patients with SLE. Additional staff are currently being recruited and changes made in the service, teaching and research programs of the Department. With the completion of the new Diagnostic Laboratory the department will be responsible for integrating pathologic analyses into the teaching and research programs of the College. Renovation of space in the department will provide greater integration with the new Diagnostic Laboratory programs.

A highly sophisticated, computer-based record system has been introduced into the Teaching Hospital. A central records room has been completed and staffed. Utilizing on-line computer display terminals strategically located throughout the College, students and staff will have direct access to case records of all hospitalized animals and will provide a significant data base for research and retrospective analyses. To the best of my knowledge, it is the most advanced system in use by any college of veterinary medicine in the world. During your next visit to the College, I hope you will find time to become acquainted with the program which has the potential for ultimately assisting practitioners in the field.

An exciting development has been the cooperative programs being established with the School of Veterinary Medicine of the University of Pennsylvania. Working closely together, we are exchanging students and faculty to meet specific needs of the two schools. Additionally, we are actively engaged in negotiations with the six New England States and New Jersey in an effort to meet the needs of the Northeast in areas of veterinary medical education, research and service. A shared resources program is being contemplated, utilizing existing academic, hospital and industrial facilities

throughout the Northeast. The potential for establishing one or more regional clinical centers is also under investigation. During the year, extensive discussions were carried out within the faculty, specifically directed by our Committee on Academic Policies and Priorities and the General Committee of the Faculty. As a result of this study, we have agreed to expand enrollment in the College, subject to the provision of needed facilities and staff, to 128 students per class. Coupled with this has been a request to the State to renovate existing facilities to provide multidisciplinary teaching laboratories, lecture rooms, installation of closed circuit television capabilities and a major expansion of our teaching hospital facilities. Such expansion is subject, of course, to obtaining needed support for additional faculty and staff. Class size this academic year was increased to 73 students in the entering class of 1975. If we are successful in negotiating contracts with neighboring States to share in the cost of education, it is anticipated that 80 students will be accepted in the fall of 1976. A more complete explanation of these developments will be provided at a later date.

The Curriculum Committee remains a most active group within the College, chaired by Dr. A. deLahunta and under the overall responsibility of Associate Dean Kahrs. The core/elective program is actively being implemented and continually subjected to review and revision. A new clinical rotation has been established within the fourth year to provide greater flexibility and potential for initial specialization by students. With future developments of the shared resources program and interchange with the University of Pennsylvania, the activities of the Curriculum Committee and further refinement of the core/elective program is inevitable. Doctor Bergman, as Coordinator of Elective Programs, will work to improve the acceptance and implementation of these programs.

The year has not gone by without the loss of friends and colleagues who, over the years, contributed so much to the life of this College. On November 20, 1974, Dr. Alexander Zeissig died following a prolonged illness. His work at the College spanned a professional lifetime when first he was appointed to the faculty as a teacher of bacteriology. He later worked closely with the College in rabies control while he was on the staff of the New York State Department of Health.

On April 14, 1975, we were saddened by the sudden death of Dr. James A. Baker who succumbed following emergency surgery. For some 25 years he labored to develop the Veterinary Virus Research Institute on Snyder Hill, where he and an impressive number of talented young scientists over the years established a world renowned reputation in both basic and applied science. Earlier in the year, he had planned a 25th anniversary celebration for the Institute, and, in keeping with his wishes, we held the Symposium this past September. With the concurrence of the Cornell University Board of Trustees, the Institute has been renamed the James A. Baker Institute for Animal Health with Dr. Leland Carmichael currently serving as Scientific Director. A Search Committee is actively at work to recommend the appointment of a permanent Director. Additional details will be published in the forthcoming Annual Report of the Institute.

Dr. Seth Johnson passed away last June 12 at Bedford, Texas, where he was living following his retirement from the faculty in 1969. Doctor Johnson spent almost all of his professional life engaged in bovine mastitis research and control. His accomplishments in collaboration with Doctors Udall, Fincher, Roberts and others represent the basis of most fundamental knowledge on this disease.

Lastly, on July 9, 1975, Dr. Donald D. Delahanty, Professor of Surgery at the College since April 1, 1952, passed away. A most active member of the clinical staff, his loss was immediately felt in the day-to-day activities of the Large Animal Clinic.

The above listing of events represents a capsule view of activities here at the College during the past year. After a full twelve months in office, I can no longer make the excuse that I am a "new" dean and therefore lack specific knowledge of a situation whenever things go awry. I admit in all candor that the uncertainties of the budgetary situation have made it necessary for me to devote a much greater part of my time and effort to those activities than I would prefer. Still it has been a year of great personal challenge and stimulation. There are many things for which we are thankful including a superbly dedicated, hardworking staff, a student body with great intellectual capacity and fine facilities with which to work. And yet much remains to be accomplished in the months ahead. The establishment of our Office of Public Relations and Development was long overdue for I am convinced that we must increasingly rely upon assistance from alumni, friends, corporations and foundations in the months and years ahead if we are to remain in the forefront of veterinary medicine. The public sector simply has too many demands and can no longer undertake meeting our needs in education, research and service. The University will soon embark on a major fund raising effort of which we will be a part. I hope that as the year draws to a close and you are reviewing your thoughts concerning philanthropic giving, you will consider making a special effort to remember Cornell. Most of us owe our current status in life to the education provided by this University. The list of needs is endless and you may have special interest in giving to a particular cause; otherwise, an unrestricted gift which will permit us to shore up areas of particular need would be greatly appreciated. I have recently read that the Chinese symbol for crises has two parts. The first indicates danger and the second part, that of opportunity. It is my hope that the current fiscal crisis can be seized upon as an opportunity to evaluate strengths and weaknesses and to select the most appropriate course for the future.

Before closing I would like to comment upon an area in which I hear increasing criticism. Many feel that our students are given advanced training in scientific disciplines which ill prepare them to deal with the common day to day problems they will encounter in private practice. It is a common indictment of the medical profession today in which it is felt that the student knows too much science and too little about the art and practice of medicine. Apparently it is not a new problem for I quote from an essay published by Francis Weld Peabody almost 50 years ago, "The Care of the Patient":

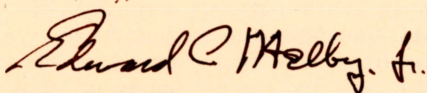
"The most common criticism made at present by older practitioners is that young graduates have been taught a great deal about the mechanism of disease, but very little about the practice of medicine — or, to put it more bluntly, they are too 'scientific' and do not know how to take care of patients.

"One is, of course, somewhat tempted to question how completely fitted for his life's work the practitioner of the older generation was when he first entered it, and how much the haze of time has lead to confuse what he learned in the school of medicine with what he acquired in the harder school of experience."

There are many other topics which I would like to discuss with you and these will be the subjects of subsequent letters. However, I would not like this to become a one way exchange for I am convinced that communications must be maintained and strengthened. I would like to hear from you and to know what you think about our plans, our problems, and our decisions. Let me know what you want to hear about, that which you like as well as that which you wish to disagree. The purpose of these letters will be to provide means of interchange of thoughts and opinions in both directions.

As we approach the holiday season, I send you every best wish for experiencing joys of the season and health and happiness in the year ahead.

Sincerely,

A handwritten signature in dark ink, reading "Edward C. Melby, Jr." with a stylized flourish at the end.

EDWARD C. MELBY, JR.
DEAN