

CORNELL REPORTS

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Winter Issue

1968 Commencement Change

The University has decided to break with tradition by holding its Centennial Commencement on the evening of Saturday, June 1, and to include the participation of a guest speaker.

President James A. Perkins invited John W. Gardner, who recently resigned as Secretary of Health, Education, and Welfare, to share the speaker's platform with him at the one hundredth anniversary exercises.

At the January meeting, the Board of Trustees authorized the University

to hold a Saturday commencement, rather than the traditional Monday morning program, and approved preliminary plans to hold the commencement outdoors.

A Saturday commencement also would eliminate the traditional Sunday baccalaureate service.

A committee is studying the feasibility of a proposal to hold commencement exercises on the Arts Quadrangle, rather than in Barton Hall. Senior class leaders have been included in discussions on the proposal which includes a provision to use Barton Hall in the event of inclement weather.

Rhodes Scholar

For the second year in succession, Cornell will be represented among the incoming Rhodes Scholars at Oxford University next fall.

The 1968 Cornell recipient of a Rhodes Scholarship is Ronald G. Thwaites '67, who won the award from his homeland, Jamaica, in the West Indies. He had attended Cornell under a scholarship from the Jamaican government.

A history major at Cornell, Thwaites intends to study law during his three years at Oxford, and then to return to Jamaica to practice.

While at Cornell, Thwaites served as editor of the *Cornell Daily Sun*. He is the son of an insurance executive in Kingston, where he makes his home.

Kenneth S. Brecher '67 of Highland Park, Illinois, began his studies at Oxford last fall under a Rhodes Scholarship.

Kaser Appointed Library Director

The search for a new Director of the Libraries for the University has ended with the appointment of David Kaser, who is leaving a post as Director of the Joint University Libraries in Nashville, Tennessee. He will join the Cornell staff August 1.

In announcing the appointment of a successor to Stephen A. McCarthy, President James A. Perkins said Cornell is proud of its library system "and we are delighted that a man of Mr. Kaser's ability will be the new director." He said Mr. Kaser's "achievements as a librarian, a scholar, and manager of a complicated library system prepare him well for this important post."

David
Kaser



Mr. Kaser, a native of Mishawaka, Indiana, was a student library assistant at Houghton College where he received a Bachelor's degree in 1949. He then earned Master's degrees at the University of Notre Dame and the University of Michigan which also awarded him a Doctor of Philosophy degree in 1956.

From 1952 to 1954 Mr. Kaser, who is forty-three, was Serials Librarian at Ball State University. He later served as Chief of Acquisitions and as Assistant Director of the Washington University Libraries in St. Louis before taking over his present post in 1960.

The Joint University Libraries organization in Nashville that Mr. Kaser has headed is a cooperative system that serves Vanderbilt University, George Peabody College, and Scarritt College.

Mr. McCarthy, who headed the University Libraries for twenty years, resigned last fall to accept a position in Washington as Executive Director of the Association of Research Libraries.

Giles F. Shepherd, Jr., who has been Acting Director of the University Libraries, said "Mr. Kaser will bring to Cornell the key assets essential to the next era of library development—vigorous youth, superior academic qualifications, scholarly achievements, an

international reputation, a firing-line acquaintance with the internal operations of a research library, and the skills of articulate communication."

Eugene Dymek Named Safety Supervisor

A leading fire prevention and safety engineer, Eugene J. Dymek, has been named supervisor of all safety functions at the University. He came to Cornell January 1 from General Telephone and Electronics Service Corporation, where he had served as loss prevention manager.



Eugene J. Dymek

Mr. Dymek assumed direction of a new office, the Division of Safety and Security, as presiding officer of a reorganized unit designed to bring more unity to various public, fire, and industrial safety functions on the campus.

Lowell T. George, University Proctor since 1952, was named supervisor of the Division's Safety Department, which now combines most of the former responsibilities of the proctor's office and those of the Campus Patrol. The Safety Department will be responsible for the maintenance of law and order on the campus.

In the reorganization, a Department of Loss Prevention, responsible for all fire and industrial safety measures, was also created. A supervisor of the Department will be named at a later date.

Clateus H. (Dusty) Rhoades, who had been acting supervisor of the Safety Division as well as the University's industrial safety engineer, was appointed supervisor of administrative services for the new division.

Mr. Dymek, forty-three, is a native of Chicago and received a Bachelor of Science degree in fire protection and safety engineering from the Illinois Institute of Technology. He began his professional career as an

engineer with Underwriters Laboratories in 1948. From 1950 to 1952, he served as a fire protection and aircraft crash rescue officer in the United States Air Force.

He later was employed as a safety



Francis H. Scheetz '16 with President Perkins at Philadelphia.



Chairman Arthur H. Dean '19 (left) congratulates Stoddard M. Stevens '14.

Presidential Councillors

Two prominent Cornell alumni have been honored for their service to the University in special programs marking their election as Presidential Councillors. Francis H. Scheetz '16 was honored at a dinner given in Philadelphia in December. Stoddard M. Stevens '14 was the guest of honor at a dinner of the Board of Trustees during their January meeting in New York City.

Mr. Scheetz, a prominent Philadelphia attorney, also was honored by a group of Class of 1916 friends who traveled from many parts of the country to attend the dinner. About 25 officers of the University and other friends from Ithaca traveled to Philadelphia to join more than 150 alumni from the Philadelphia area.

Mr. Scheetz was praised for his efforts on behalf of the University by President James A. Perkins, Arthur H. Dean '19, Chairman of the Board of Trustees, and James A. Morrison '30, President of the Cornell Club of Philadelphia.

He was cited as "one of the great Cornellians" and praised for his loyalty and devotion to the University, particularly for such efforts as his part in the founding of the Cornell Univer-

sity Council.

engineer with a Chicago insurance firm and the American La France Corporation, manufacturers of fire engines, before starting his association with General Telephone and Electronics in 1957.

sity Council.

Mr. Scheetz served for seventeen years as a member of the Board of Trustees. He was a member of the Board's Executive Committee for eleven years and also served as chairman of the Trustees' Planning and Development Committee from 1951 to 1955. In June, 1967, he was elected a Trustee Emeritus and awarded the Cornell Medal for outstanding service to the University.

In New York in January, President Perkins cited Mr. Stevens as a "distinguished lawyer and humanist" and noted he is "a member of a family whose association with Cornell goes back to the days of its founding."

At the Trustees dinner, Mr. Dean presented a scroll to Mr. Stevens describing Cornell's "pride in your educational statesmanship" and welcoming "your continuing counsel and advice."

Mr. Stevens, a native of Rome, New York, became part of a long tradition when he attended Cornell. A great-uncle, John More, was a member of one of the University's earliest classes, the Class of 1871. Stoddard M. Stevens, Sr., was a member of the Class of 1885. A brother, the late George

Stevens, was graduated from Cornell in 1916. Since that time, numerous relatives have studied at the University.

Presidential Councillor is a lifetime honor inaugurated by the University in 1966 to "recognize and honor those alumni and others who have made a clearly outstanding contribution to the University during the active years of their service to Cornell." No more than twenty-five persons can be so designated at one time. Mr. Stevens became the fourteenth person so honored by the University.

Trustees Authorize Dormitory Project

The Board of Trustees has authorized the University to start construction of a three-phase dormitory project which will house more than 1,500 students.

The Trustees, at their January meeting, made an additional \$250,000 appropriation and approved economies worked out between the staff of Thomas W. Mackesey, Vice President for Planning, and the builder, which enabled the University to proceed with the project without making any significant changes in design or facilities.

The low bidder on the project was Irwin and Leighton of Philadelphia. The original bid was \$2.9 million over the estimate, making some changes necessary.

Mr. Mackesey said the major changes included the elimination of a separate service machinery building, with its equipment to be relocated in the basement of the commons building, and the elimination of proposed squash courts.

With the additional appropriation for the project, the overall budget for the complex, which will feature two tower dormitories, is \$17,489,000.

The dormitory complex designed by Hellmuth, Obata, and Kassabaum, an architectural firm of St. Louis, Missouri, will include eight buildings to be erected on the Old Country Club property off Triphammer Road, just north of Mary Donlon and Clara Dickson Halls.

Carl Marks Chair First Of Series

President James A. Perkins has announced the establishment of the Carl Marks Professorship in International Studies, made possible by a joint gift from Robert S. and Marjorie Marks Boas of Great Neck, New York, both members of the Class of 1945.

The new chair will honor the memory of Carl Marks, who founded the well-known international investment firm that bears his name. In addition to being active in business, Mr. Marks was a philanthropist whose benefactions are carried on through the Carl Marks Foundation in the areas of education, health, welfare, and the arts.

Mrs. Boas is his daughter, and Mr. Boas is chairman of the board of Carl Marks & Co., New York City. Their son Richard is a freshman in the College of Arts and Sciences.

In addition to the gift made by Mr. and Mrs. Boas, funds for the professorship also will be drawn from a \$2.5 million capital grant from the Ford Foundation for support of international studies at Cornell.

The Carl Marks Professorship thus becomes the first of a new series of chairs in international studies at Cornell endowed by private donors and supplemented by funds drawn from the Ford Foundation endowment.

Philadelphia Chair Filled By Gibson

An internationally known physiologist, Dr. Quentin H. Gibson, has been named to the unique Greater Philadelphia Professorship, endowed by alumni from the Philadelphia area.

The Greater Philadelphia Professorship is a new approach to establishing an endowed university chair. It was conceived by alumni leaders in the Philadelphia area who noted that chairs have been endowed in a collective effort by specific classes but never before by alumni from a region working together to produce the endowment.

Dr. Gibson came to Cornell from

the Graduate School of Medicine at the University of Pennsylvania. An authority on the kinetics of enzyme reaction, he has worked in the University's Biochemistry and Molecular Biology Section of the Division of Biological Sciences since January, 1966.

He is a native of Aberdeen, Scotland, and spent the early part of his career at Queens University in Belfast. While there he earned two Bachelor's degrees (1941), a Doctor of Medicine degree in physiology (1944), a Doctor of Philosophy degree in biochemistry (1946), and a Doctor of Science degree in biochemistry (1951).

He served as a lecturer at Queens University from 1944 to 1947 and then became senior lecturer at the University of Sheffield in England. He served as head of the Department of Biochemistry at Sheffield from 1955 to 1963, when he came to the United States to join the Pennsylvania faculty.

CAL Separation Recommended



At its January meeting, the Board of Trustees approved the report of its committee recommending a separation between the University and Cornell Aeronautical Laboratory (CAL) in Buffalo. The recommendation that separation would be in the best interests of both the University and the 1,600-man applied research center was the major conclusion of the committee chaired by W. David Curtiss, a Faculty Trustee and a Professor of Law.

Trustee approval of the report included approval of procedural elements requiring the committee to make a further inquiry into specific means of effecting the separation. The committee will report back to the Trustees in April, and further action will lie with the Board.

"These studies and the eventual separation must be done with recognition of the concerns and interest of the staff of the Laboratory and of the Laboratory's on-going programs," the report said.

The University Faculty, which voiced its approval of the report by a 2-to-1 margin, also approved a motion which asked that the separation be effected in such a way that present and potential benefits to the University, the College of Engineering, and the Graduate School of Aerospace Engineering will not be jeopardized.

The Curtiss committee based its recommendation for separation on three primary considerations—the lack of significant educational and research interaction between the University and CAL; the overlap and potential conflict between CAL's increasing overseas projects and the University's expanding program of international studies; and the need to provide the Laboratory with an effective, independent board of directors.

The Laboratory was received as a gift from the Curtiss-Wright Corporation in 1946. It has been a separately incorporated, wholly owned subsidiary of the University since 1948. As a self-supporting enterprise, it is one of the nation's major not-for-profit laboratories and does applied research valued at about \$30 million a year in a variety of scientific fields. More than two-thirds of its research is performed under diverse contracts for the United States Department of Defense, and about half of the Department of Defense work is classified.

Cornell Glee Club Centennial Tour

More than 7,000 alumni and friends were entertained by the Cornell University Glee Club, which con-

ducted a national tour during the winter holidays in observance of the one hundredth anniversary of its founding.

Traveling 8,000 miles in fifteen days, the entourage of sixty-one men, under the direction of Professor Thomas A. Sokol, held a dozen formal concerts. In addition, the Glee Club held several informal concerts and made four television appearances.

Among the unscheduled highlights of the trip were an informal Christmas Eve concert in the railroad station at Clovis, New Mexico, and a Christmas Day sing in the lobby of the San Francisco Hilton Hotel. Following a concert in the theatre of the United States Marine Corps base at Camp Pendleton, California, the Glee Club entertained wounded Marines in eight wards of the base hospital.

The second concert of the tour was given at the new Madison Square Garden where a series of concerts by Ivy League groups helped to dedicate

Felt Forum, the cultural center in the new athletic-auditorium complex.

The Cornell Alumni Association of New York City marked the visit with a \$250 gift to be used for membership awards or any other purpose that will contribute to the Glee Club's development.

The singers performed before 2,250 persons in one day at Chicago's Taft High School Auditorium, giving three separate school assembly performances. In the largest audience for a single scheduled performance were some 1,000 members and friends of the Cornell Club of Southern California.

Television appearances were made in Buffalo and San Diego, and in Chicago, where the Glee Club appeared on both commercial and educational television channels. In a Milwaukee appearance, the Glee Club sang with the Yale Glee Club, under the sponsorship of both the Cornell and Yale alumni clubs of Milwaukee.

Two Regional Offices Opened

Two regional offices at the University designed to serve alumni have been opened this year as part of a national program which will lead eventually to the establishment of similar operations in principal cities throughout the country.



Raymond L.
Handlan



Richard C. B.
Clark

Raymond L. Handlan '53 was named director of the Mid-Atlantic Regional Office, located in Philadelphia in the Suburban Station Building. Richard C. B. Clark '52 was named director of the New England Regional Office, located in Boston in the Statler Office Building.

Steven Muller, Ph.D. '58, Vice President for Public Affairs, said the regional office concept is intended "to

bring the University to those areas having large alumni concentrations so that Cornell can provide more direct assistance to alumni and other individuals interested in the University in those regions." He noted that Cornell is the first university to establish a number of such offices on a permanent basis.

The new regional directors will assist Cornell alumni in their activities, act as a public relations representative of the University, and also will be engaged in the University's development efforts.

Mr. Handlan opened the Philadelphia office to serve the Middle Atlantic states on January 1. He is a native of Jeannette, Pennsylvania, and studied business administration at Drexel Institute of Technology following his graduation from Cornell.

He served Cornell as Associate Director of Development from 1958 to 1961 when he left to become Director of Development at Centre College in Kentucky. He later served as Assistant to the President at Centre and, more

recently, was Executive Director of the University of Utah Development Foundation.

Mr. Clark opened the New England office at 20 Providence Street, Boston, March 1. He had been Assistant Vice President of the New England Merchants National Bank of Boston since 1964.

He is a native of Danvers, Massachusetts, and attended St. Lawrence University before receiving a Bachelor

of Arts degree from Cornell in 1952. He has been active in Greater Boston community activities such as the Red Cross, United Fund, and the Greater Boston Chamber of Commerce. He and his family live in Wellesley Hills, Massachusetts.

The University previously established regional offices in New York and Chicago. Other offices are planned for Cleveland, Washington, Miami, and San Francisco.

Alumni University Presents Unique Study Opportunity



James R. McConkey



Allan G. Feldt



John Freccero



L. Pearce Williams

The University has announced plans for Cornell Alumni University, a new opportunity for alumni and their families to return to the campus during the summer for a special two-week program of lectures, seminars, and informal discussions.

Cornell Alumni University was conceived of as a unique opportunity for both husbands and wives to meet, listen to, and discuss issues with leading members of the faculty.

Among the faculty members who have agreed to take part during the two weeks from July 21 to August 3 are James McConkey, Professor of English and author of the new and widely acclaimed autobiographical novel, *Crossroads*; Allan Feldt, Professor of City and Regional Planning who invented the now famous Community Land Use Game; John Freccero, Professor of Italian Studies and Romance Literature and a noted authority on Dante; and L. Pearce Williams, Professor of the History of Science.

The program is varied to allow participants to enjoy the educational ses-

sions and make full use of recreational facilities in the Finger Lakes region. The academic program will be confined to the morning hours which will feature combinations of seminars and lectures each day. A special series of cultural events has been arranged, including concerts and other musical events, dramatic programs, and outstanding films. Afternoons will be free to allow alumni and their families time to enjoy regional recreational facilities.

A separate program for children has been designed for various age groups. It will provide them with a full schedule of activities and recreation so that their parents can realize the full potential of Cornell Alumni University.

Reservations will be accepted on a first-come, first-served basis with attendance limited to 300 adults. Alumni may register for either week or for both. Further information may be obtained by writing:

Cornell Alumni University
431 Day Hall
Ithaca, New York 14850.

Carnegie Grant For Education Research

The Carnegie Corporation of New York has awarded the University a \$319,000 grant for support of its newly established University Center for Research in Education.

Professor Alfred L. Baldwin, Director of the Center, said he and his colleagues appreciate very much the Carnegie Corporation's "confidence that the University center will contribute significantly to educational research."

Professor Baldwin was named director when the Center was created last fall. He is presently Professor of Psychology at New York University. The noted authority in the field of child development will assume full-time duties at the Center at the close of the current academic year.

The Center is designed to tap all the University's diverse talents for the purpose of contributing significantly to the solution of educational problems. The Carnegie grant is the initial outside support for the Center which is being financed by University, federal, and private funds.

The Center will coordinate and conduct various research projects, develop new curricula, and conduct a graduate program for students who wish to go into educational research.



Trustee H. Victor Grohmann '28, donor of the trophy, presents the annual Scholar-Athlete Award to football captain Ronald J. Kopicki of Kingston, Pa., at the football banquet. Kopicki, a senior chemistry major, played defensive middle guard.

This issue of Cornell Reports has been expanded to allow publication of the Report of the President for 1967. The report covers the activities at the University during the 1966-67 academic year, and we feel it will be of interest to all alumni.



President James A. Perkins

Report Of The President for 1967

Introduction

The 1966-67 academic year was a test for all of higher education. It was certainly a test for Cornell University. The drive for educational improvement continued unabated, but it was complicated by the campus unrest that arose from the national preoccupation with civil rights and the war in Vietnam.

Under these conditions, University progress was not without its difficulties. Yet, in spite of the fact that the unrest captured all the headlines, academic achievements were a continuing demonstration that Cornell is a powerful and progressive educational community.

To describe all these accomplishments in detail is impossible. However, the following highlights will help give a picture of the very diverse, complex, and, I believe, significant developments of the recent academic year.

Education

One must deal at the outset with some of the educational ventures that were in train during this period. Perhaps a word is in order about some general developments in higher education itself.

Surely the increased demand for higher education by larger and larger percentages of those eligible is a distinctive phenomenon of this decade. For those universities like Cornell that are determined to emphasize quality and careful selection of students, the opportunity for improving the intellectual capacity and motivation of their students is considerable.

The University has taken advantage of this opportunity, and as a result the Cornell student body represents a higher level of a wider range of talent than at any time in our history. This in turn has made possible an increased emphasis on flexible course programming, greater opportunities

for individual work, and a closer relationship between liberal learning and professional preparation, the hallmarks of a modern university.

At the same time, the attention given to upperclass and graduate work has also been increased. This is a necessary step; our society requires ever more sophisticated preparation for the lives of scholarship and professional service that are open to the kind of talent Cornell serves. The consequence of this emphasis on graduate and professional work is the need to strengthen and sharpen undergraduate preparation and to make sure that during our gradual expansion of graduate studies the most highly qualified students are attracted to Cornell.

There is also a need for the University to be selective about its own activities. One of the unfinished tasks in higher education is the development of appropriate arrangements among institutions of higher learning that will permit each institution to

concentrate on its greatest capabilities. Once such arrangements have been made, the next step will be to develop programs flexible enough to permit students to attend that institution for that length of time which will provide them with the specialized instruction they need for their own individual development.

Commission on Undergraduate Education

Since its appearance in 1965, the Kahn-Bowers report (a faculty study on the quality of undergraduate education) has been Cornell's guideline for enriching undergraduate education. The University Commission on Undergraduate Education, created to implement the recommendations of the Kahn-Bowers report and to coordinate plans developed by professors and department heads, made its first report in November 1966. It found among other things that, contrary to student complaints, the number of small classes at Cornell is substantial, but that they are not well distributed throughout the University curriculum. Another conclusion was that students who chose to be graded by the optional Satisfactory/Unsatisfactory system showed no significant changes in work habits. In addition to these surveys, the Commission is planning a study of the use of teaching fellows, to be carried out in 1968.

Innovation in the content of two major types of courses has come as a result of the Commission's work. The traditional freshman course in English composition, long criticized for stressing style over content, was abandoned in favor of a set of new humanities courses for freshmen in which attention is directed to both content and style. This new venture is off to a good start. Another traditional problem has been the handling of the large survey course. In this case, the introductory American history course was remodeled, and a number of extra professors were brought in to increase the chances for student-faculty interchange and decrease reliance on lectures to students *en masse*.

Agriculture and Home Economics

In the New York State College of

Agriculture, a committee headed by Professor David Pimentel completed a major analysis of the College program. In its recommendations for the growth and development of the College, the committee urged that the instructional program give more emphasis to upperclass and graduate training in the agricultural and environmental sciences and that the College gradually become an advanced professional and graduate school. Faculty reaction was generally favorable.

A similar study was made in the New York State College of Home Economics by a committee working under the chairmanship of Professor Sara Blackwell. This committee, too, asked that more emphasis be placed on research and graduate education and less on undergraduate "core" courses. It also advised that recruiting and admissions procedures be modified to encourage a diversified, even coeducational enrollment. More broadly, the committee felt there should be a sharper focus on the study of human development and the quality of the human environment. With the encouragement of the College faculty, steps are being considered to implement the report.

Graduate Education

About one quarter of Cornell students are enrolled in the Graduate School, a figure somewhat below the average for graduate schools at universities of comparable size. In spite of the rapidly increased applications for admission, enrollment continued to increase at a rate determined several years ago, about 150 students a year. With undergraduate enrollment holding at a steady state, this modest increase in graduate enrollment will slowly bring our undergraduate-graduate mix into a more satisfactory balance.

Towards the end of the year, however, some difficulties could be anticipated for graduate studies. Draft deferment for graduate students is in jeopardy, and no one can guess its impact on future graduate enrollments. At the same time, both private and public support of graduate fellowships showed signs of declining. No one concerned with the qualita-

tive development of advanced education can help but be disturbed about the prospects for maintaining high standards in the face of these uncertainties.

Society for the Humanities

The new Society for the Humanities finished its first year with distinction. Under the skillful direction of Professor Max Black, the Society has already taken giant steps towards fulfilling its mission of adding a yeasty influence to humanistic studies and teaching at Cornell. The Society brought distinguished scholars to the campus and gave opportunities for younger members of the humanistic departments to offer exploratory courses for small groups of advanced students. The headquarters of the Society on Wait Avenue are already full. Preliminary financing has been obtained, and the list of those distinguished scholars who have agreed to come to the campus in the next two years is a mouth-watering prospect.

Six-Year Ph.D. Program

The first year of the Six-Year Ph.D. Program was an academic success. Financed by the Ford Foundation as an experiment in ways to reduce the time needed for a doctoral education after high school, students in the Program may complete a Bachelor of Arts degree in three years, a Master's in four, and a Ph.D. in six. Fifty students were accepted for the Program's first year, and another thirty-six (representing twenty states and two foreign countries) were accepted for the second year beginning in June 1967.

During the latter part of the year, the Program operated under the dark shadows of tragedy. A fire in the special residence for students in this Program claimed the lives of three of its members. Nevertheless, the morale of those in the Program, while shaken, was not destroyed, and the experiment will certainly continue in full force.

The Arts

The area of the arts, an ever-increasing concern at Cornell, was strengthened by the prospect of a new museum and by three key appointments. In April,

Herbert F. Johnson '22, pledged \$4 million toward the development of a new museum of art. Later in the calendar year, Thomas Leavitt, Director of the Museum of Santa Barbara, accepted an appointment as director of the new facility. At the same time, the University was successful in persuading James H. Clancy and Lewin A. Goff to come to Cornell to head a new Department of Theatre Arts.

These developments, combined with our high quality work in the field of music, will round out a comprehensive program in the arts that will be important for the entire Cornell community.

The Law School

Cornell's Law School won high praise following a periodic inspection by the American Bar Association in May. The inspection, conducted at intervals of about five years, was performed this year by Dean John Ritchie of the School of Law of Northwestern University, a former president of the Association of American Law Schools. In his report Dean Ritchie wrote: "The Cornell Law School complies fully with all standards, both quantitative and qualitative, of the American Bar Association and all other law school accrediting agencies of this country. An exceedingly able faculty, exceedingly able students, an excellent library, superb physical facilities, and an inspiring tradition of excellence combine to make it one of the nation's truly great law schools."

College of Architecture

In a move to describe more accurately the scope of its activities, Cornell's College of Architecture changed its name this year to the College of Architecture, Art, and Planning. A notable success during the year was an educational experiment that established an undergraduate outpost in New York City and permitted a group of students from Ithaca to spend time studying in a metropolitan professional center. Conceived by Burnham Kelly, Dean of the College, the experiment began in 1963 with students from the Departments of Art and Architecture. By this year, the program was considered so successful that the city facilities were

expanded to cover one entire floor of a downtown building.

The Medical College

In a major innovation during the year at the Cornell Medical College, the curriculum was restyled. Changes recommended in a faculty study went into effect in September 1967. According to Dean John E. Deitrick, the trend is for the curriculum to become more flexible, allowing the individual to develop his own interests and talents, particularly during the third and fourth years.

The College has also launched a new internship program, the result of participation by the College's three affiliated hospitals—the New York Hospital, the Second (Cornell) Medical Division at Bellevue, and Memorial Hospital. The program combines the advantages of the three facilities for graduate medical education within a coordinated program. Response to the program has been excellent: more than 600 doctors applied for participation during the academic year.

International Studies

A \$6 million Ford Foundation grant to the Center for International Studies gave a fresh impetus to the work of the five-year-old program. Five faculty positions are to be established with \$2.5 million of the grant. Another \$1.2 million is tagged for the support of the International Agricultural Development Program directed by the College of Agriculture. Other portions, according to the Center's director, Professor Mario Einaudi, will go toward the construction of a proposed social sciences building and the continuation of the University's Latin American and Asian Studies programs. Early in 1967, the Ford Foundation also announced a grant of \$500,000 for the China Program in the Department of Asian Studies; this will be invested in sociopolitical, economic, and linguistic research over a five-year period.

Research and Scholarship

Along with education, research and scholarship are major commitments

of the University. Indeed, unless education is infused with study and discovery, the content of education can easily become both dry and pedantic. There is no such danger at Cornell.

Humanities

Noteworthy in 1966-67 was a \$50,000 item budgeted to the College of Arts and Sciences to support faculty research with emphasis on the humanities. This represents an attempt to redress in some degree the imbalance created by the heavy outlay of federal research funds to scientists and engineers.

Related to this renewed attention to the humanities was Cornell's first grant from the National Foundation on the Arts and Humanities. The Foundation made three project awards to the University: to the Society of Fellows under Max Black, Director of the Society for the Humanities; to Norman Malcolm, Chairman of the Department of Philosophy; and to Stephen M. Parrish, Professor of English and Director of the Six-Year Ph.D. Program. In addition, two Cornell professors, Arthur M. Mizener, Old Dominion Professor of the Humanities, and Michael G. Kammen, Associate Professor of American History, were awarded fellowships from the Foundation.

Norman Malcolm, Chairman of the Department of Philosophy in the College of Arts and Sciences, traveled throughout Europe to microfilm a large quantity of unpublished writings of Ludwig Josef Johann Wittgenstein, the Austrian philosopher who died in 1951. The writings, all privately owned, now have been brought together on microfilm and deposited in Olin Library, the only place in the world where a complete collection is available to scholars.

Physics and Astronomy

Most of Cornell's research support is for small programs, typically consisting of the work of a professor, a post-doctoral associate, and two or three graduate students. Among the many projects, however, there are several of major size and expense. The largest of the University's research facilities are the 10 billion electron volt

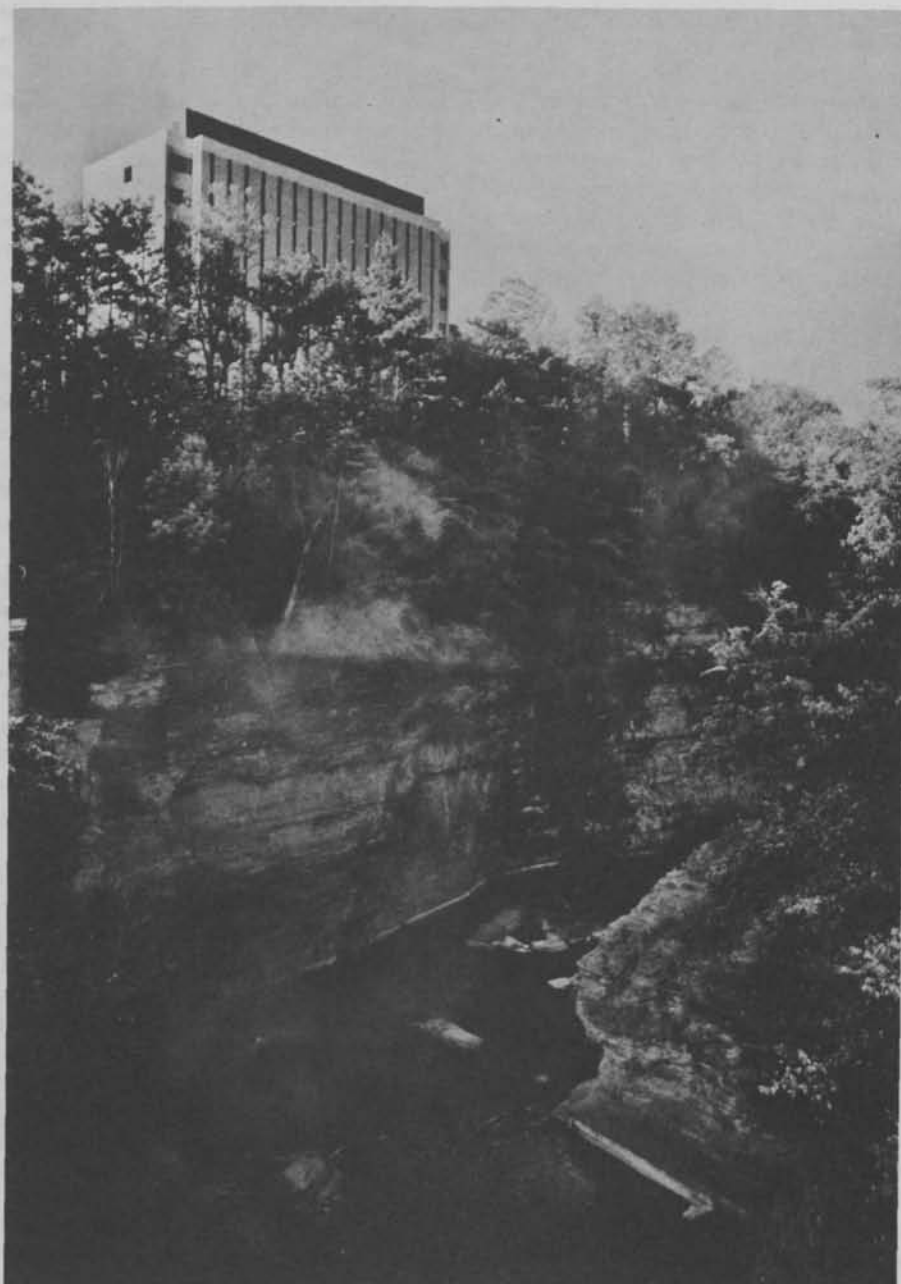
(GEV) synchrotron on the Ithaca campus and the 1,000-foot diameter radar-radio telescope at Arecibo in Puerto Rico.

The 10 GEV synchrotron is now in the construction-and-testing phase. The tunnel, 750 feet in diameter and located under Upper Alumni Field, was completed some time ago, and individual magnets for the accelerator have been installed. The experimental laboratory building at one side of the synchrotron is in the late stages of construction. The magnet assembly in the tunnel itself has already shown itself to be capable of guiding and accelerating electrons. All tests up to now have been up to expectations.

Robert R. Wilson, Director of Cornell's Laboratory of Nuclear Studies, has taken an indefinite leave of absence from the University to become director of the 200 GEV accelerator scheduled for construction at Weston, Illinois. His deputy, Boyce D. McDaniel, has assumed the directorship at Cornell.

Marked scientific and technical progress is being made at Arecibo in three fields of activity: ionospheric research, radar astronomy, and radio astronomy. Arecibo scientists continued their mapping of the electron density of the upper atmosphere, reaching out to distances of 1,500 kilometers. A spectral line, sometimes called "plasma line," has been detected in the radar return from the ionosphere. In radar astronomy, detailed and precise information is now available on the orbits of nearby planets, permitting, for example, the confirmation and measurement of the retrograde rotation motion of the planet Venus. In the field of radio astronomy, the lunar occultation procedure has been employed to determine with great precision the position and characteristics of a number of stellar radio sources.

At the Cornell Laboratory of Nuclear Studies in Ithaca, scientists are testing a method of observing high energy cosmic rays. Two cosmic ray field stations, utilizing new techniques and equipment, have been built on separate hilltops outside Ithaca under a \$114,000 contract from the Atomic Energy Commission. The program, di-



The new Chemistry Research Building rises above the gorge at Beebe Lake.

rected by Kenneth I. Greisen, Professor of Physics, could lead eventually to a whole network of similar stations.

In early February 1967, the Center for Radiophysics and Space Research moved from temporary quarters in the Clark Hall of Science to the new Space Sciences Building. Financed through a National Aeronautics and Space Administration grant of \$1,350,000 augmented by \$150,000 in University funds, the four-story building was designed to permit the

later construction of two additional stories. Director Thomas Gold reported that the Center carried on research during the year under nine grants and contracts, and that three additional grants were received near the end of the year.

Engineering

A laboratory for plasma studies was established in Upson Hall during the year with the help of a \$100,000 grant to the College of Engineering from

the New York State Science and Technology Foundation. The new facility brings together the College's various plasma study projects and strengthens its graduate and research programs in plasma investigations.

The College of Engineering also received a \$95,988 grant to improve a method of obtaining fresh water from the sea. The three-year grant from the United States Department of Interior's Office of Saline Water will be used to develop the "Cornell process" of desalinization, in which sea water is partly frozen to produce a slurry of salt-free ice suspended in brine. The ice and brine are then separated by washing away salt water that adheres to the ice. A research team from the School of Chemical Engineering, headed by Herbert F. Wiegandt, Professor of Chemical Engineering, is conducting the investigation.

A research group in the School of Electrical Engineering continues to make important advances in solid state microwave electronics. Working under the direction of Professors G. Conrad Dalman, Lester F. Eastman, and Lee A. MacKenzie, the scientists generated short pulse signals of 615 watts of power at 60 cycles a second from a gallium arsenide crystal the size of a grain of sand. These results surpass by 100 times the signal strengths that had been obtained previously.

Biology

Robert S. Morison, Director of the Division of Biological Sciences, reported the Division added 75,000 net square feet of new space for teaching and research during the year. Personnel of two sections began a move to Langmuir Laboratory at Tompkins County Airport, where a new wing designed for biological studies was completed in September 1967. Remodeling of existing buildings at the airport was nearly completed as the academic year ended. The Division was set up eighteen months ago with a \$4.4 million grant from the Ford Foundation. It has since received additional funds for the remodeling of teaching space and for new equipment.

William N. McFarland, Associate Professor of Zoology, continued re-

search on the genetics and biochemistry of vision under a grant of \$256,732 from the National Institute of Neurological Diseases and Blindness. Efraim Racker, Albert Einstein Professor of Biochemistry, conducted research to determine how energy builds up in normal and tumor cells. His project is being sponsored by the National Institutes of Health.

Chemistry

Two significant research advances in chemistry were reported by Robert A. Plane, Chairman of the Department of Chemistry. Professor Plane and his colleagues developed the mechanism by which magnesium is inserted in chlorophyll-like molecules. With this mechanism they were able to incorporate magnesium with these molecules in the presence of water. This was said to be the first time the process had been accomplished in the laboratory. The ability to incorporate magnesium into the molecules could be one of the key steps in the synthetic conversion of the sun's energy into foods.

The second advance reported by the chemistry research scientists was the determination of the arrangement of atoms with the molecules and ions of salt water solutions. The group also characterized the energetics of the dissolved molecular species. This project is supported by the Office of Saline Water, which is interested in learning the nature of the molecular structure of salt water and species dissolved therein.

Industrial and Labor Relations

In the New York State School of Industrial and Labor Relations, Ned A. Rosen, Associate Professor of Industrial and Labor Relations, has developed a method for measuring a manager's knowledge of employee behavior and management-employee relations. The method provides for follow-up evaluations, too, to show how well the subject is progressing in managerial understanding as his training proceeds.

Veterinary Medicine

The New York State Veterinary College at Cornell recently completed

construction of a laboratory for the study of leukemia at the Veterinary College Experiment Station. Built under a \$451,800 contract from the National Cancer Institute, the laboratory will broaden the scope of efforts to pin down the causes of leukemia and other forms of cancer in man. Dr. Charles G. Rickard, Chairman of the Pathology Department, heads the research program.

Cornell's Research Laboratory for Diseases of Dogs, a division of the Veterinary Virus Research Institute, began a \$448,000 addition, which is expected to be completed about the end of 1967. The new wing, financed partly by a \$102,400 gift from the John M. Olin Foundation, Incorporated, and a grant from the National Institutes of Health for \$174,200, will triple the space now available for the program.

Construction of a \$550,000 laboratory to combat equine infectious anemia began during the year at the Veterinary College Experiment Station. When it is finished, the laboratory will be the largest of its kind in the country devoted to the study of the disease. Dr. Rickard and Dr. James H. Gillespie planned the laboratory.

Agriculture

At the New York State College of Agriculture, Dean Charles E. Palm noted gains in both basic and applied science in 1966-67. Robert B. Musgrave, Professor of Field Crops, reported new findings on photosynthesis, the process by which plant cells use sunlight to change water and carbon dioxide into life-sustaining chemical substances. Researchers have learned that the rate of photosynthesis in corn plants differs markedly from plant to plant in the same variety, and that differences among varieties are also great. The findings, made after two years of investigation in the Philippines, could mean that the rate of photosynthesis may be controllable genetically.

How adding nutrients affects the growth of aquatic life is the subject of research done by Hugh F. Mulligan, an Assistant Professor of Aquatic Studies. Experiments are being made in a score of man-made, quarter-acre

ponds constructed near the campus for research on the ecology of aquatic plants. The study is being financed by a \$149,000 grant, half of it from the Department of Interior's Office of Water Resources Research and half from the College of Agriculture.

Medicine

Concerning research at the Medical College, Dr. Albert L. Rubin disclosed at the annual meeting of the American Association for Artificial Internal Organs that artificial parts for the human body may be made on request from animal protein within a few years. In another field, two medical researchers have undertaken a three-year study of the use of cold treatments in therapy for skin disorders. Drs. Farrington Daniels, Jr., and Douglas P. Torre are engaged in this research under a grant of \$234,843 from the John A. Hartford Foundation, Inc. Dr. Charles S. Lieber continued his research on cirrhosis of the liver, working with alcoholics at New York's Bellevue Hospital to shed light on the importance of alcohol and poor diet in liver disease.

Nutrition

In the Graduate School of Nutrition, Dean Richard H. Barnes noted that several theories on the relation between fat consumption and heart disease in humans were reexamined in research done by David L. Call, Associate Professor of Nutrition. Part of the program was a reevaluation of major government statistics used as indicators of fat consumption, and research here indicates that many commonly held opinions relating to trends in fat consumption are erroneous.

Architecture and Regional Planning

In the College of Architecture, Art, and Planning, continuing major research at Sardis, in western Turkey, brought confirmation of a legend about the wanderings of Greek heroes after the Trojan War. A. Henry Detweiler, Associate Dean of the College and Associate Director of the Sardis expedition, also reported that new light on the Jewish community at Sardis came from the excavation



Lunch time in the principal dining hall at the Noyes Student Center.

and restoration of the synagogue there.

In Regional Planning, work advanced on the American-Yugoslav project financed by the Ford Foundation, the United States Department of State and the Yugoslav government. Jack C. Fisher, Assistant Professor of City and Regional Planning and co-director of the project, will work in Yugoslavia during 1967-68 with a number of Yugoslav and American social scientists and planners in programs of training and research.

Law

Research in the Law School found faculty members working with other legal scholars around the globe in an attempt to find and formulate the common core of legal systems relating to the formation of contracts. Two volumes containing the results of this research are being published. The study has gone on for several years under the direction of Rudolf B. Schlesinger, William Nelson Cromwell Professor of International and Comparative Law at Cornell.

Milton R. Konvitz, Professor of Industrial Relations and Law, worked on the preparation of a new code of laws for the Republic of Liberia. The new laws are designed to reflect the rapid modernization taking place in the African nation.

Cornell and Society

While Cornell is a private university, it is also a land-grant institution. As such, it has inherited the American tradition that education must serve the society that supports it. And this society's demands for service from its universities are growing at every level from community planning to international affairs.

Regional Planning

Several years ago a group of distinguished citizens of New York State agreed to serve as an advisory council to assist the University in its desire to take the leadership in planning for the future of the region around it. There was a large element of self-interest in this development: Cornell wanted to make sure that the lovely area of the Finger Lakes is sustained as an appropriate and agreeable environment for a major university. Although the future cannot be controlled, it can obviously be influenced by wise planning that will help to determine the direction of its growth.

A Regional Council was established and the Office of Regional Resources and Development opened within the office of Thomas W. Mackesey, the Vice President for Planning. Oliver C. Winston is director of the Office, and

Robert L. Mann joined him this year as assistant director.

The idea that a university should take the initiative in regional planning is new and has attracted the attention of both public and private officials interested in these matters. Financial support for the Office has come from industries in the area and from the Ford Foundation, which made a grant of \$250,000. Preliminary planning is under way, and the first concrete recommendations will be forthcoming during the next year.

State University of New York

Cornell and the State University share responsibility for the four state colleges at Cornell. Beyond this, Cornell and SUNY share, as the state land-grant institution and state university respectively, a statewide interest in promoting the advancement of higher education. During this past year, the two institutions have agreed to join forces to help each other with their respective tasks on many fronts. They have also decided that they will look for ways in which they can be of assistance in the development of the educational institutions in the central part of the state.

W. Keith Kennedy, formerly Associate Dean of the New York State College of Agriculture, has assumed a new post of Vice Provost and is already at work carrying out the responsibilities of Cornell in this area.

Committee on Educational Leadership

The University has played a role in statewide educational affairs in another area. This past year saw the completion of a three-year program established to examine ways in which the quality of educational leadership could be improved at all levels. The President served as chairman of a Regent's Committee on Educational Leadership, and the Dean of the School of Education, Mauritz Johnson, was the Committee's project director. Several other members of the School's faculty served on the staff for this enterprise, and Cornell provided the administrative headquarters for the Committee's activities.

The five reports issued by the Committee deal with administration at the

school and the college level; all have had wide circulation. The Committee concluded its work in the spring of this year.

Constitutional Convention

Five members of the Cornell community helped plan and conduct the State Constitutional Convention. John W. MacDonald, Edwin H. Woodruff Professor of Law, was executive director of the Commission on Style and Arrangement for the Convention. John E. Burton, Vice President-Business, was a member of the Temporary State Commission. Arch T. Dotson, Associate Professor of Government, was one of the Convention's advisers. Edward A. Lutz, Professor of Public Administration, helped the Temporary State Commission as an expert in local government. Harry A. Kerr, Professor of Soil and Water Conservation, was a consultant on natural resources to the same Commission and also assisted with the work of the Convention.

Technical Assistance to Industry

The College of Engineering began a program of technical assistance to industrial firms in the state. Established at Cornell under the State Technical Services Act and coordinated by Donald B. Gordon, the program helps to keep industry in twelve Southern Tier counties in touch with innovations in production and manufacturing. Specifically, the University service provides the answers to complex questions involving new techniques in industry, sends faculty members out on plant visits to offer help first-hand, and sets up short courses and workshops as requested.

A similar program, conceived by the College of Engineering, is helping the construction industry keep pace with technological advances and management techniques. A grant from the United States Department of Commerce has made possible the continuation of this "classroom and field" program begun in 1966. Participants in the program, officially titled the Continuing Education Program in Construction Engineering and Administration, spend two weeks at Cornell during the winter. They are also given

continuing access to their Cornell faculty advisers for help on the job.

National Activities

The University is involved in several projects at both the regional and national level. It is one of nine members of Associated Universities, Incorporated, which, among its other functions, runs the Brookhaven Laboratories on Long Island. Cornell is also a member of the new organization that will manage the 200 GEV synchrotron being developed under the direction of Professor Robert R. Wilson, who is on a leave of absence for this assignment.

Many members of the faculty and administration serve on a variety of boards in the fields of education and public affairs and thus help to knit Cornell into the national scene. Provost Dale R. Corson has been involved in a national transportation study. Vice President Franklin A. Long has been a member of the President's Science Advisory Committee, and Vice President Robert Sproull is a member of the Defense Science Board of the Department of Defense. Many others are serving in similar capacities in other areas.

International Projects

It remains to report what everyone knows, that Cornell, like other major universities, is deeply involved in a variety of international activities. The President was asked by President Johnson to chair a planning meeting for an International Conference in Education. The planning meeting, which was held in Williamsburg, Virginia, in February, brought together twenty-eight educators from some twenty countries. They spent three days preparing an agenda and a structure for the main conference, held in October.

The University continues its work with the College of Agriculture at the University of the Philippines in Los Baños. In Haiti, the Veterinary College service project at the Albert Schweitzer Hospital also continued, completing its seventh year of operation. The Graduate School of Business and Public Administration is helping to develop or strengthen programs in

Turkey, the West Indies, and Latin America. Under the auspices of the London-Cornell Project, Cornell students have done field work in Taiwan and parts of Southeast Asia. And negotiations have also been conducted this year between the State College of Home Economics and the University of Ghana to arrange for the development of a degree and research program at Legon.

The Center for International Studies continues to act as a coordinating instrument for the ever-expanding activities of the University faculty interested in international studies in matters that are directly concerned with research. During this past year, the Center was given the strong support of the Ford Foundation: a grant of \$6 million for general activities and an additional \$500,000 to support the Center's work in China studies.

University Affairs

Sometimes it is difficult for the University constituency to remember that a great variety of University activities do not fit neatly under the heading of education, research, or public service, strictly interpreted. Buildings, laboratories, libraries, residences, and many institutional programs such as counseling or fund-raising help to create an environment in which human beings can develop and in which the teaching-learning process can go on. These activities are supportive and essential.

The Active Student

This was the year of the active student. There were many students who felt deeply about the war in Vietnam. Many were equally concerned about the Negro and his future in our society. Others were troubled by the student's place in the University. Still others had lost their way and withdrew from constructive participation in University affairs altogether. All of this activity, or nonactivity, was a part — at times a highly visible part — of the environment and atmosphere in which the University conducted its business.

The subject of student activism and university stability is such a vast and complicated topic that it cannot be



The Clark Hall of Science as seen from Bailey Hall.

dealt with in this report. It should be mentioned, however, that many — though by no means all — students involved were motivated by real concern and real fears about the future of our society and about their own development. To some students the country seemed committed to an unnecessary war, and they felt compelled to protest. The fact that their protest seemed to them to be ineffective sometimes led them to irresponsible action. But it must not be forgotten that the concern was indeed real, even though its manifestation

may have been unwise. The University survived the difficulties, but at the price of a great deal of administrative and faculty time which was given to handling potential disorder.

On the positive side, the community was educating itself, however painfully at times, about some of the major issues of the day: the proper role of the university in public issues and the delicate balance between legitimate protest and illegitimate interference with the rights of others. It is perhaps in the nature of collegiate life that each generation must solve

these problems for itself, and that an academic institution must be prepared to go through a repetition of this kind of learning experience.

On the whole, the University community was more solidified at the end of the year than at the beginning, although it was clear that the community would have to undergo such crises of activism again and again. There is no doubt, however, that the University would have been worse off had there been total silence from both students and faculty about the many important issues facing society today.

Campus Environment

There are many who believe, with some justice, that the best way to improve the human being is to improve his environment, or to put him in a new one. This year the Cornell community assigned itself the task of discovering how its environment might be improved. The Board of Trustees established a Committee on Residential Environment and appointed Trustee Alfred M. Saperston '19 to head it. The Committee spent the year examining residential environment at Cornell, and out of its work came conclusions for bringing the fraternities more closely under University supervision. At the same time, the Committee's report recommended expanding the number of University-owned student residences. Both recommendations are in the process of implementation.

Noyes Student Center

The absence of adequate dining and recreation facilities for the students on campus has long been recognized. Thanks to the generosity of Jansen Noyes '10, a distinguished alumnus, a student center was completed this year, and was ready shortly after the opening of the fall term. Located in the middle of the University Halls area, Noyes Center is an important addition to the campus and to student life.

Bookstore

For many years the University has suffered the lack of an adequate bookstore. Currently housed in Barnes Hall, the bookstore just does not have

enough space for the range of books required by a large university. The decision to build a new bookstore preceded by more than a year the decision about where it should be located. The location was finally agreed upon in June, and a new bookstore in the heart of the campus should be ready in the very near future.

Libraries and Laboratories

No university can function without a great library system and modern laboratories. Cornell has the first in the Olin and Uris Libraries and has been modernizing the second. The completion of Clark Hall in the fall of 1966 was followed by the construction of a large Chemistry Research Building as an addition to Baker Laboratory and by the construction of the Space Sciences Building, which was substantially completed by the end of the school year. As noted earlier, the facilities to house the 10 GEV synchrotron were also substantially finished. The plans for the renovation of Baker proceeded, as did those for the building of additional dormitories and a new social science building. In New York City, the William Harkness Building for Medical Research is under construction and is scheduled to be completed in 1968.

It would only be fair to report, however, that the specter of rapidly rising labor and interest costs cast a shadow over prospects for the new buildings that have been projected.

University Press

For the publishing division of the University, 1966-67 was a banner year: Cornell University Press reported the highest output of books in its history and record sales. The Press published seventy-six books during the year, and for the first time sales exceeded a million dollars. The book production and sales totals are more than doubled since 1963-64. The Press is now among the ten largest university publishers, and one of the few that are self-supporting.

In addition, two of the Press's recent books by Cornell faculty members have won important recognition in the competition for this country's two major literary awards, the Pulitzer

Prizes and the National Book Awards. *The Problem of Slavery in Western Culture* by David B. Davis, Ernest I. White Professor of American History, received the 1967 Pulitzer Prize in general nonfiction, as well as the annual Anisfield-Wolf Award presented by *Saturday Review*. Both the Davis book and Marcello Malpighi and the Evolution of Embryology by Howard B. Adelman, Professor of Histology and Embryology, Emeritus, were among the thirty-one final contenders for the 1967 National Book Awards; they were the only books from university publishers so honored. Professor Adelman's monumental five-volume work also won the William H. Welch Medal for 1967 in the history of medicine category.

Cornell Committee on Special Educational Projects

Cornell continues to be urgently concerned about the lack of opportunity for Negroes and other minority groups to attend college. The Cornell Committee on Special Educational Projects, established three years ago, has made a sizable contribution toward providing educational opportunity at Cornell for Negro students in particular, and has added a new dimension to the Cornell community. The program has proved that students who would not ordinarily, on the basis of the usual criteria, be admitted to a top university can be admitted and can succeed. A \$250,000 grant received this spring from the Rockefeller Foundation will be used to give financial assistance to at least thirty-five minority group students over the next three years. The students selected are applicants who cannot compete on equal terms with other students for Cornell's regular scholarship support.

During the first three years of the program, when expenses were met on a yearly basis, Cornell admitted ninety-four Negro students and one Puerto Rican. As a group, these students performed remarkably well, and the percentage of those dropped for academic reasons was lower than that of the student body as a whole.

Athletics

In intercollegiate athletics, Cornell

And an exceptionally successful year. Robert J. Kane '34, Director of Athletics, reported that the University's twenty-one varsity teams won two-thirds of their dual and triangular competitions: there were 154 victories, 77 losses, and 2 ties. Outstanding was the 27-1-1 season in hockey, climaxed by the winning of Cornell's first National Collegiate Athletic Association championship in any sport. In women's competition, the fencing team won the national intercollegiate championship, and the sailing team the Middle Atlantic title. The year also marked the retirement from full-time duties of Frank J. Kavanagh as Head Trainer after thirty years of service and the appointment of Jack Warner as coach of track and cross country. Warner, head track coach at Colgate for eleven years, succeeded Glenn Davis, who resigned after a year in the job.

Cornell Aeronautical Laboratory

In 1946, Cornell acquired a hypersonic wind tunnel and supporting facilities from the Curtiss Wright Company of Buffalo. It was felt at the time that this laboratory under nonprofit auspices would serve aircraft industry in the East. It was also believed that the applied work of the Laboratory would be a natural counterpart of the developing work in aeronautics in the College of Engineering. And since some of its work would be classified, it was believed that the distance between Buffalo and Ithaca would protect the University's determination to keep the Ithaca campus free of classified research.

The Laboratory evolved on these premises and steadily grew from a relatively small and financially fragile facility to an ever larger operation with a projected budget of close to \$30 million a year. The growth of the Laboratory and the change in its work indicated the advisability of a review of established relationships. This review, discussed in preliminary fashion between the President of the Laboratory and the President of the University, accelerated under the preoccupations with the war and the overlapping of activities in Southeast Asia. A Trustee commission, under Professor W. David Curtiss of the Law School,



Students approach the main entrance of the award-winning Space Sciences Building.

was established in the early summer of 1967 to examine the current relationship and recommend modifications that seemed wise. This commission will report to the Cornell community at the end of the calendar year.

People

A number of changes were made in the administrative staff during the year. Thomas W. Mackesey, who had

been Vice Provost, was named to the newly created post of Vice President for Planning. His place as Vice Provost was taken by W. Keith Kennedy, formerly Associate Dean of the College of Agriculture. Robert D. Miller, Professor of Soil Physics in the College of Agriculture, was named Dean of the Faculty, replacing Royse P. Murphy, who had finished a three-year assignment in the post and returned to teaching. Stephen A. Mc-

Carthy, Director of Libraries at Cornell for more than twenty years, resigned in 1967 to become Executive Director of the Association of Research Libraries. Blanchard L. Rideout, Ph.D. '36, a member of the Cornell faculty for thirty-three years, was named Secretary of the University to succeed Frank C. Baldwin '22 who retired.

Three new trustees were named to the Board; one trustee retired. The new trustees are Harold D. Uris '25, President and a Cofounder of Uris Buildings Corporation, New York City, who was nominated by Governor Nelson A. Rockefeller; Miss Patricia J. Carry '50, a partner in the firm of Buckner and Company, members of the New York Stock Exchange, who was elected to the Board by the Cornell Alumni Association; and Hays Clark '41, President of the International Division and a Corporate Vice President of Avon Products, Incorporated. Miss Carry replaced John M.

Clark '29, who did not seek a second term. Francis H. Scheetz '16 retired from the Board and, together with Harold L. Bache '16, whose term expired in June, was awarded the Cornell Medal. Mr. Scheetz, Judge Mary H. Donlon '20, and John M. Olin '13, whose retirements were announced in the 1965-66 *Report of the President*, were named Presidential Councillors.

Fund Raising and Finance

The reader of this report must be fully aware that the upsweep of labor and building costs, the increasing competition for teaching and research talent, the demand for ever more complex equipment, and the recent impact of new social legislation have brought the private university under extreme financial pressure. A comparative study of ten leading private universities showed that we were all in the same circumstance. Years of surpluses had dramatically dwindled into the

prospect of operating deficits. No one doubted that income would expand to meet the new expenses, but it was perfectly obvious that major efforts would have to be made on all fronts to secure adequate resources.

It is heartening to record that in response to this great need the Cornell Fund increased by almost forty percent over the previous year, and that a further expansion of the Fund is projected. But it is clear that the alumni and friends of Cornell will have to reassess their potential for both capital and operating gifts if Cornell is to secure the resources needed to keep this a great university.

A committee of the Board of Trustees under Jansen Noyes, Jr., '39, is hard at work on development plans for the University, and it now seems clear that we shall have to consider a major search for capital endowment funds as a continuing part of the University's program.

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